U.S. Department of Education

Washington, D.C. 20202-5335

APPLICATION FOR GRANTS
UNDER THE

Centers for International Business Education

CFDA # 84.220A

PR/Award # P220A140032

Gramts.gov Tracking#: GRANT11695233

OMB No. , Expiration Date:

Closing Date: Jul 03, 2014

Table of Contents

This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

Application for Federal Assistance SF-424

* 1. Type of Submission:	* 2. Type of Application:	* If Revision, select appropriate letter(s):
☐ Preapplication	☒ New	
☒ Application	☐ Continuation	* Other (Specify):
☐ Changed/Corrected Application	☐ Revision	

* 3. Date Received:	4. Applicant Identifier:
07/03/2014	

5a. Federal Entity Identifier:	5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:	7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name: Georgia Tech Research Corporation

* b. Employer/Taxpayer Identification Number (EIN/TIN):	* c. Organizational DUNS:
580603146	097394084

d. Address:

* Street1: 505 Tenth Street NW

Street2:

* City: Atlanta

County/Parish: Fulton

* State: GA: Georgia

Province:

* Country: USA: UNITED STATES

* Zip / Postal Code: 303320420

e. Organizational Unit:

Department Name:	Division Name:
Management, College of	

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:	* First Name: James
Middle Name:	
* Last Name: Hoadley	
Suffix:	

Title: Assoc Dir - GT CIBER

Organizational Affiliation:

Georgia Tech Research Corporation

* Telephone Number: 404-894-4379	Fax Number:

* Email: james.hoadley@mgt.gatech.edu

PR/Award # P220A140032

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Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Department of Education

11. Catalog of Federal Domestic Assistance Number:

84.220

CFDA Title:

Centers for International Business Education

* 12. Funding Opportunity Number:

ED-GRANTS-060314-001

* Title:

Office of Postsecondary Education (OPE): Center for International Business Education Program CFDA
Number 84.220A

13. Competition Identification Number:

84-220A2014-1

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

[Add Attachment] [Delete Attachment] [View Attachment]

* 15. Descriptive Title of Applicant's Project:

A TECHNOLOGY UNIVERSITY GLOBALIZATION MODEL: INNOVATIVE AND SUSTAINABLE PATHWAYS TO LOCAL
ENGAGEMENT AND GLOBAL COMPETITIVENESS

Attach supporting documents as specified in agency instructions.

[Add Attachments] [Delete Attachments] [View Attachments]

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant `GA-005`   * b. Program/Project `GA-ALL`

Attach an additional list of Program/Project Congressional Districts if needed.

`Congressional_Districts_Included_in_the_Pr` | Add Attachment | Delete Attachment | View Attachment

17. Proposed Project:

* a. Start Date: `10/01/2014`   * b. End Date: `09/30/2018`

18. Estimated Funding ($):

* a. Federal	1,400,928.00
* b. Applicant	1,402,178.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	2,803,106.00

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

[ ] a. This application was made available to the State under the Executive Order 12372 Process for review on [   ].

[X] b. Program is subject to E.O. 12372 but has not been selected by the State for review.

[ ] c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)

[ ] Yes   [X] No

 If "Yes", provide explanation and attach

[   ] | Add Attachment | Delete Attachment | View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

[X] ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: `Ms.`   * First Name: `Laura`

Middle Name: [   ]

* Last Name: `Letbetter`

Suffix: [   ]

* Title: `Contracting Officer`

* Telephone Number: `404-385-2080`   Fax Number: `404-894-5945`

* Email: `laura.letbetter@osp.gatech.edu`

* Signature of Authorized Representative: Laura Letbetter   * Date Signed: 07/03/2014

Congressional Districts Included in the Proposed Grant

Georgia-

- GA 1
- GA 2
- GA 3
- GA 4
- GA 5
- GA 6
- GA 7
- GA 8
- GA 9
- GA 10
- GA 11
- GA 12
- GA 13
- GA 14

Florida

- FL 7

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.

2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.

3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.

5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).

6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C.§§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation

Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U. S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.

8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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Prescribed by OMB Circular A-102

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.

10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is $10,000 or more.

11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).

12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.

13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).

14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.

15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.

16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.

17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE
Laura Letbetter	Contracting Officer
APPLICANT ORGANIZATION	DATE SUBMITTED
Georgia Tech Research Corporation	07/03/2014

Standard Form 424B (Rev. 7-97) Back

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

0348-0046

1. * Type of Federal Action:	2. * Status of Federal Action:	3. * Report Type:
☐ a. contract ☒ b. grant ☐ c. cooperative agreement ☐ d. loan ☐ e. loan guarantee ☐ f. loan insurance	☒ a. bid/offer/application ☐ b. initial award ☐ c. post-award	☒ a. initial filing ☐ b. material change

4. Name and Address of Reporting Entity:

☒ Prime ☐ SubAwardee

* Name Georgia Tech Research Corporation

* Street 1 505 Tenth Street NW   Street 2

* City Atlanta   State GA: Georgia   Zip 30308

Congressional District, if known: GA-005

5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:

6. * Federal Department/Agency:	7. * Federal Program Name/Description:
Department of Education	Centers for International Business Education CFDA Number, *if applicable:* 84.220

8. Federal Action Number, *if known:*	9. Award Amount, *if known:*
	$

10. a. Name and Address of Lobbying Registrant:

Prefix   * First Name NA   Middle Name

* Last Name NA   Suffix

* Street 1 NA   Street 2

* City NA   State   Zip

b. Individual Performing Services (including address if different from No. 10a)

Prefix   * First Name NA   Middle Name

* Last Name NA   Suffix

* Street 1   Street 2

* City   State   Zip

11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

* Signature: Laura Letbetter

*Name: Prefix Ms. * First Name Laura Middle Name

* Last Name Letbetter Suffix

Title: Contracting Officer   Telephone No.: 404-385-2080   Date: 07/03/2014

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Standard Form - LLL (Rev. 7-97)

NOTICE TO ALL APPLICANTS

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct

description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

(1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.

(2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.

(3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (Public Law 103-382). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Education, 400 Maryland Ave., SW, Washington, DC 20210-4537 or email ICDocketMgr@ed.gov and reference the OMB Control Number 1894-0005.

Optional - You may attach 1 file to this page.

| GEPA1011371725.pdf | Add Attachment | Delete Attachment | View Attachment |

In Phase VII, Georgia Tech CIBER is fully committed to ensuring equitable access to and participation in all programs, without regard to gender, race, national origin, color, disability, or age. GT CIBER will take the following specific steps, as part of a broader program of inclusion, non-discrimination, and openness, designed to promote diversity and equality of opportunity:

- Gender – GT CIBER shows its commitment to gender inclusion by encouraging traditionally under-represented groups by not simply encouraging participation by female students, faculty, business leaders and members of the community, but by also encouraging members of the LGBTQ community to apply and participate as well. GT CIBER has increased the number of members of its advisory council who are female and/or members of the LGBTQ community and will continue to do so during the next round of funding.
- Race/Color – GT CIBER has a long-standing commitment to promotion of racial equality, including our long-standing commitment to working with Minority Serving Institutions, and will expand this relationship significantly as detailed in the grant, both in expanding Georgia Tech's extant partnership with MSIs, as well as creating a new, in-depth, substantive, sustained and impactful network with select HBCU/MSI that can serve as a model for future partnerships. Additionally, GT CIBER will be working with Georgia Tech's Office of Minority Educational Development and Office of Hispanic Initiatives to promote student-centered programs to these under-represented student communities. With regard to the business community, GT CIBER has specific, real, and substantive partnerships proposed in which GT CIBER will collaborate with the Minority Business Development Agency and Westside Communities Alliance to directly bring the benefits of the CIBER to under-served businesses and communities.
- National Origin – Foreign-nationals, dual-nationals, and immigrant communities are an integral and key part of almost everything GT CIBER does. All GT CIBER programs are open to all US citizens, regardless of national origin, and unless a partner institution requires US citizenship as a condition of participation in a specific program, to all other nationalities as well.
- Disability - The Georgia Institute of Technology, through its ADAPTS Office in the Office of the Dean of Students, provides adaptive services for persons with disabilities and provides audio books, note takers, audio recorders, book scanning, adaptive software/hardware, and other technology services. The Georgia Institute of Technology also provides, through ADAPTS Office, interpreter services for students and program participants for non-academic programs and events upon request. In the event a program requires travel, every effort will be made to accommodate persons with disabilities, including making special arrangements for travelers with common carriers, providing qualified assistants to aide travelers with needs, and ensuring that all requirements are met and maintained for the duration of their program participation.
- Age – All Georgia Tech CIBER programs are provided without regard to the age of the participants, with the possible exception in specific cases where legal majority is a requirement of participants. In Phase VII, GT CIBER will create a sub-committee of our advisory council to address specific issues of aging and increasing age-inclusiveness to complement our extant sub-committees on gender and race/ethnicity.

The Georgia Institute of Technology and the Georgia Tech CIBER has and will continue to ensure equal access to all programs, services and activities and to ensure all persons are protected against illegal discrimination on the basis of race, color, religion, sex/gender, national origin, age, disability, sexual orientation, and veteran status.

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,00 0 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subjec t to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

---

* APPLICANT'S ORGANIZATION

Georgia Tech Research Corporation

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Ms.   * First Name: Laura   Middle Name:

* Last Name: Letbetter   Suffix:

* Title: Contracting Officer

* SIGNATURE: Laura Letbetter   * DATE: 07/03/2014

Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)

- Research issues, hypotheses and questions being addressed

- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

You may now Close the Form

You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.

* Attachment: Abstract1011371867.pdf   [Add Attachment]   [Delete Attachment]   [View Attachment]

Abstract
The Georgia Tech Center for International Business Education and Research
 This proposal seeks funding for GT CIBER for FY 2014-2018. GT CIBER leverages the university's international initiatives, its multi-site Global Campus model, with two anchor campuses (GT Lorraine, Europe and GT Shenzhen, China) and seven branches, while mobilizing resources across several colleges (the Scheller College of Business, the Ivan Allen College of Liberal Arts, the College of Engineering) in innovative research, educational, and outreach initiatives, to enhance U.S. competitiveness and global engagement by underserved local communities. Central to our approach are 3 partnerships with Georgia Tech's network of HBCU-MSI and community colleges (Comp. Pref. Priority 2), as well as a network of business, trade and economic development associations, such as the Technology Association of Georgia and the World Trade Center – Atlanta (Comp. Pref. Priority 1). The project focuses faculty expertise and global presence around 4 geoeconomic regions: (a) Northeast Asia, (b) South/Southeast Asia, (c) Sub-Saharan Africa, and (d) the European Union. Cross-cutting regional emphases with GT's economic development and R&D strength in these 4 technology groupings: (a) sustainable, (b) platform, (c) distributive, and (d) life sciences technologies. The program design is articulated around 7 pillars: (1) Infusing the Global Sustainability Paradigm in the Teaching of Applied Language and Intercultural Studies Through Replicable Methods, building in the university-wide Quality Enhancement Plan, around 15 initiatives, including MOOCs and partnering with MSI; (2) Promoting international specializations for deep "globalization" of academic programs: in-country certifications for executives, sustainability case development for languages, new regional studies certificates (African Affairs and Global Development), introduction of the global focus in the Leadership Studies minor, develop critical thinking software to address international ethics and sustainability issues, through 15 elements; (3) Capitalizing on the GT Global Campus Model: this approach articulates the use of GT's international anchor and branch facilities (GT Lorraine, GT Shenzhen., Singapore, Costa Rica, Panama, Beijing, Mexico) with targeted incentives allowing more student mobility, including our HBCU-MSI partners, consortial FDIBs, widening the offerings in languages and IB; (4) Optimizing Georgia Tech Research Strengths: the project mobilizes 54 defined faculty members selected competitively and launches 4 unique research conference and/or colloquia around 4 cross-cutting themes: (a) global business strategies for sustainability, (b) globalization of innovation and entrepreneurship, (c) governance and ethical practices, (d) cybersecurity and data privacy; (5) Blending Sustainability and Management Education in Producing Globally Responsible Managers: combining service-learning student projects, imaginative initiatives like Ideas2Serve, a global social entrepreneurship competition in alliance with ILE and the Center of Business Strategies for Sustainability; (6) Responding to multiple constituencies by promoting global engagement in local communities through the Global Business Forum, Impact Speaker Series, a veterans' global entrepreneurship training program with KSU, the joint creation with the University of South Carolina of a Southeast US Consortium for Globalizing Business Education for HBCUs/MSI engaging partners for 4 years of in-depth cross-fertilization; a smaller global logistics/trade pilot program with three select regional HBCUs; global engagement collaboration in a pilot program with the undeserved Westside Community Alliance, based in IAC; and (7) Supporting Georgia's Global Competitiveness Goals: Following Georgia Tech's motto "Service through Progress" by leveraging the Georgia Tech Enterprise Innovation Institute and its 9 state regional offices in delivering targeted export-oriented training programs through ExportU2 in collaboration with the SBDC and using the GT European Technology Platform, the Lafayette Institute, for MBA global practicum and other projects in product adaptation and lean start-up modalities.

Project Narrative File(s)

* Mandatory Project Narrative File Filename: `GT_CIBER_Grant_Narrative_2014_20181011371787.pdf`

| Add Mandatory Project Narrative File | Delete Mandatory Project Narrative File | View Mandatory Project Narrative File |

To add more Project Narrative File attachments, please use the attachment buttons below.

| Add Optional Project Narrative File | Delete Optional Project Narrative File | View Optional Project Narrative File |

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Abstract

Grant Application Narrative

Appendices

Appnd #	Title
1-A	GT CIBER ADVISORY COUNCIL ELIGIBILITY REQUIREMENTS
1-B	Biographical Profiles of Georgia Tech CIBER Faculty
1-C	Matrix of Program Modules & Statutory Purposes and Requirements - GT CIBER VII (14-18)
1-D	Georgia Tech CIBER Core Faculty and Regional and Sectoral Expert Teams
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A TECHNOLOGY UNIVERSITY GLOBALIZATION MODEL: INNOVATIVE AND SUSTAINABLE PATHWAYS TO LOCAL ENGAGEMENT AND GLOBAL COMPETITIVENESS

I. MEETING THE PURPOSES AND REQUIREMENTS OF THE STATUTE

A. Introduction and Approach: The Georgia Tech Center for International Business Education and Research (GT CIBER) submits this competitive application for four years of federal support under Title VI, Part B of the Higher Education Act, as amended. In presenting this information, the narrative format adheres to the requirements outlined in the U.S. Department of Education electronic application. The narrative is divided into seven sections and each section contains numbered Appendices.

GT CIBER is an umbrella organization, created in July 1993 and reauthorized since as a national and regional resource center. The Center is a recipient of the Georgia Governor's Award for Best International Education Program. This Phase VII (2014-2018) proposal promotes international business education, research, and outreach programs through the main academic units of the Georgia Institute of Technology: the Scheller College of Business (SCOB), administrative home to the Center; the Ivan Allen College (IAC, a multidisciplinary academic unit); and the College of Engineering, the GT Enterprise Innovation Institute and its network of eight regional offices in Georgia, in close alliance with a number of partner minority-serving institutions and in partnership with Kennesaw State University, the third largest public institution in the University System of Georgia. Situated at a *top-five public university*, member of the leading research universities' Association of American Universities, in the Scheller College of Business ranked twenty third in the *Bloomberg BusinessWeek* full-time MBA rankings, GT CIBER integrates the technological dimension into international business-related education and scholarship. It also contributes to the economic competitiveness of the City of Atlanta, the State of Georgia, the Southeast region, and the nation through synergistic cooperation with the business and economic development communities.

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In Phase VII, GT CIBER's educational programs, research projects, outreach, and exchange initiatives move to a globalization phase, extending Georgia Tech's footprint across the world. The program design is intended to serve the human resource needs of U.S. corporations, community organizations, and government entities in global innovation-driven markets.

In crafting this new proposal thrust, we have benefited from feedback provided by our Advisory Council's expert members, providing unique perspectives and insightful suggestions through targeted reports to our Dean and Council. Based on this continuous process improvement guidance in meeting the Statute's objectives, remaining faithful to our institution's world class technology university research mission, with nine extensions campuses (*Appendix 3-D*) in international locations.

In accord with our Advisory Council and core faculty, the Phase VII proposal selected four high tech industry sectors of global importance and Institute excellence: 1) *Sustainable or "greenable" technology*, 2) *Platform technology* (advanced manufacturing, digital connectivity), 3) *Distributive technology* (logistics, global supply chains), and 4) *Life sciences technology* (biomedical engineering, pharmaceuticals.) These industries were chosen for global impact and to leverage the competencies at Georgia Institute of Technology. GT CIBER will focus on four critical geographical regions, selected because of the Institute's base of faculty and center expertise and international resources: 1) *North East Asia* 2) *South and Southeast Asia*, 3) *Sub-Saharan Africa,* and 4) the *European Union.*

B. Meeting the Purposes and Requirements of the Act: Scope of Work: *Appendix II-B is a summary list of all project elements and modules* which synopsizes our scope of work, broken down into seven *program elements* (numbered in Roman numerals), further divided into *project modules*, and listed in alphabetical order. It further indicates how the two competitive priorities (marked with one asterisk) are addressed by program elements and modules. Additionally, invitational priorities will be marked with a hashtag (#). *Appendix I-C is a master matrix* which establishes how each program

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element and project module relates to and meets the statutory mandates, legislative requirements, and competitive activities as well as invitational priorities under Title VI, Part B, Higher Education Act, as amended. The mandated scope of work is presented below by numbered elements and modules.

Program Element I: Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University

The importance of linguistic and inter-cultural skills is a central component of this application. CIBER has a long history of working seamlessly with the Georgia Tech School of Modern Languages. Georgia Tech's School of Modern Languages proposes fifteen project modules under Element I in a pedagogical model responsive to the requirements of a university driven by innovation and sustainability.   Several of these build on the university-wide ongoing Quality Enhancement Plan in sustainability and service-learning, incorporating global service-learning curricular experiences into foreign language and culture curriculum. We argue for the need to examine sustainability issues from not only an economic and environmental, but so too a social and cultural vantage point. In addition, numerous replicable initiatives advance communication skills, and cross-cultural thinking in collaboration with minority-serving partners. In the past 13 years, this partner School has developed over 90 courses of all levels in business and technical foreign languages (Arabic, Chinese, French, German, Japanese, Korean, Russian, and Spanish). Dr.   David Shook, an expert in business language development and Spanish, is the School Chair and CIBER language director. The School has supported close integration of language education with the CIBER and Title VI mandates. Building on this strong and stable base, we propose fifteen new or enhanced interrelated program modules for Phase VII.

a) #Establishment of an M.S. in Applied Language and Intercultural Studies: As Georgia Tech deepens its commitment to broad-spectrum internationalization at the graduate level, this initiative is

designed to create, in Phase VII, a new pedagogical model. It departs from the traditional education-driven career track and introduces a model focused on global and multicultural requirements of most industries, government agencies, and social organizations. It provides options for applying language and culture study within the content categories of industry and technology, society, and arts and media with a special project option in global sustainability, government diplomacy, conflict resolution, and cross-cultural resource management. Undertaken jointly with the School of Literature, Media and Communications, the Sam Nunn School of International Affairs, and the Scheller College of Business, it offers a breadth of elective courses, making possible global internships.

b) #LBAT Summer Immersion Program: The School of Modern Languages has developed a unique strategy of intensive in-country immersion in a foreign language in Senegal, China, France, Germany, Japan, Russia, Mexico, and Spain. The multi-track Languages for Business and Technology (LBAT) programs consist of six to ten weeks of intensive study conducted in the target language. i) *We will offer a series of *faculty development workshops* for LBAT programs to our HBCU/MSI partners (see below) which will include a faculty shadowing the LBAT faculty leader with a view to replicating the organization of similar summer intensive programs among select HBCU/MSI partners. ii) The *sustainability dimension* will be gradually infused in the pedagogical design of LBAT to organize the program. This implies training the LBAT faculty leaders through in-house workshops.

c) *GIFT collaborative in-Service Teacher Workshop in Summer Program: This program module is designed to expand the Georgia Intern-Fellowships for Teachers (GIFT) program which places high school STEM teachers as partners in summer internships in industry and university research. Working in collaboration with GT CEISMC (Center for Education Integration Science, Mathematics and Computing), we extend the opportunity of participating in a summer LBAT program or in a summer internship in an international internship.

d) #Promote "Language Proficiency Designation" through the use of MOOCs (Massive Open Online Courses: i) Increase the language proficiency designation for IP students through gradual use of MOOCs. Since 2005, Georgia Tech offers a degree designation titled International Plan (IP) which enrolls 22% of the undergraduate student body (i.e., one full year overseas, language proficiency, special global capstone project). The intent is to facilitate the designation of "language proficiency" through on-line and/or MOOCs courses. Georgia Tech is a leader in MOOC-based education through its College of Computing and its GT Center for the 21st Century University. This will also benefit GT language courses offered through the Georgia Tech Global Learning Center for adults and executives.

ii) Creation of Language Learning through Online and MOOCS course development over a four-year period in German, Korean, Arabic and in conjunction with our HBCU local area partner Morehouse College at the rate of one language per year.

e) Languages Across the Curriculum: This interdisciplinary program will bring together language-competent professors in sustainability-related fields, engineering, economics, management and the social sciences with language professors to teach common classes in the target foreign language, emphasizing the broad issues of sustainability: Chinese, Japanese, Korean, Russian, one a year with evaluation for each. GT CIBER will assist on a rotating annual basis.

f) #Promote Language Teaching at GT Global Campus Locations: With two major anchor campuses in Europe (GT Lorraine European Campus) and China (Georgia Tech Shenzhen), we will offer upper level classes in French and German at the GT Lorraine European Campus, and Chinese language and culture in Shenzhen. Similarly, for our two branch locations in Panama and Costa Rica managed by our partner school, the H. Milton Stewart School of Industrial Systems and Systems Engineering, we will offer a full range of Spanish language courses.

g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages:

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GT has a stated goal that every student will have had at least one course in sustainability before graduating.   In Phase VII, we will deepen the existing commitment to content-based and applied language teaching through the development of an additional ten new upper-division content courses in Global Sustainability Studies. These courses, will take two forms (a) cornerstone (foundational, 3000-level) for non-major or non-IP students and also some of our HBCU partners (e.g., Morehouse College), and (b)   capstone courses (4000-level) which will be project-driven or service-learning oriented. The aim is to promote skills in the target language and advance global sustainability content knowledge.

h) Georgia Tech International House and Living-Learning Community Experiment: The International House (48 residents living in a foreign language around the clock),   is led by faculty from the School of Modern Languages. It will be linked to a new Living-Learning Community of 150 entering freshmen occupying   a common residence and some sharing a year-long focus on a series of classes titled "Global Inquiries" (one of the issues of focus will include global sustainability), connected to the Leadership Minor for undergraduates at Georgia Tech.

i) Create a National Web-based Manual on Service Learning in Language and Culture: This on-line , free of access web-based manual, focused on best practices and various curricular models, some realia, in implementing service-learning into collegiate language and culture courses for use by instructors   developing pedagogical material.. The objective is to produce graduates from language and intercultural programs with problem-solving skills.   ML faculty, in collaboration with GT sustainability experts, will work to design "Sustainability Case Study Modules" across languages.

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j) Build Service Learning in Major Language and Culture Courses: The campus-wide Quality Enhancement Program (QEP) initiative seeks to create globally minded, responsible student-citizens with a problem-solving grasp of the issues of sustainability. Service-learning is a symbiotic relationship between student-centered self-learning and community-oriented work. These range from a week to a few months.

k) *Continue Building Legacy Language Acquisition and Retention: Farsi, Hindi, Korean, Portuguese, and Chinese. In response to our second generation student speakers Modern Languages will continue to offer special classes designed for "legacy" students, following an initial assessment, to insure that these highly trained management, engineering, computing, media students' ability to speak a home language does not erode during their professional degree studies. GT CIBER will collaborate with appropriate bi-national chambers of commerce and other organizations to integrate language learning with the needs of the community.

l) *Summer Language Immersion Camp with Morehouse College and Georgia Perimeter College: The GT School of Modern Languages in collaboration with GT CIBER, will work closely with HBCU Morehouse College's existing one-month summer language total immersion to increase enrollment and enrich its contents; in Phase VII GT CIBER will provide summer stipends for select students from Georgia Perimeter College, a community college, interested in joining this program.

m) CIBER Business Language Consortium membership: GT CIBER will continue its active membership in the CIBER Business Language Consortium which it hosted in 2006. This effort is specifically designed to pull together CIBERs in supporting an innovative national conference.

n) #Develop Mobile Apps for Language Learning: The School of Modern Languages will collaborate with the College of Computing to create location-based apps to promote language acquisition through real-world interaction of learners and native speakers. The College of Computing will provide students to create the app. The app will monitor the location of users, and will let learners know when 1) there is a native or fluent speaker nearby who wants to engage in conversation, 2) there are target-language centric events nearby, 3) there are same-level language learners nearby who are looking for study partners.

o) #Expand the use of ACTFL Proficiency Test to Overseas Campuses: In Phase VII, GT CIBER will enable the expansion of ACTFL proficiency testing (standardized procedure for the global assessment of functional speaking ability) to students and executives taking language courses in the GT international campus.

Program Element II: Promoting International Specializations in Academic Offerings: From Breadth to Depth

Program Element II selects impactful *degree-seeking* and *student-centered interrelated* modules (a through o) allowing *greater specialization and substantive depth,* reflective of Georgia Tech's *unique strengths i*n business-related disciplines, under our new Dean, Dr. Maryam Alavi, who took office summer 2014. Phase VII builds on a pattern of cross-unit collaboration between SCOB, the Ivan Allen College of Liberal Arts, and the College of Engineering. The GT CIBER Core faculty, with over fifty faculty members, is an excellent guarantor of curricular interdisciplinarity and creativity. Noteworthy is the expansion of the Executive MBA-Global and Executive MBA-Management of Technology programs to an annual intake of 100 executive students mirroring the beneficial evolutions responding to global market demands.

a) Certificate of Global Leadership with Beijing University of Posts and Telecoms (School of Management and Economics): Both executive groups do a joint overseas residency in China once a year. We have, under the leadership of Prof. Han Zhang, signed an agreement with Beijing University of Posts and Telecoms to provide a three-day intense period of coaching in China business practices and culture and experiential learning, leading to a Certificate of completion as part of the awarding of the EMBA-Global and EMBA-MOT at the end of the 18-month study/residency period.

b) Support International Business Case Development: In conjunction with the Schools of Modern Languages, Economics, and International Affairs, all of the Ivan Allen College, and the SCOB, incentives will be provided to develop a data bank of globally-focused sustainability cases. This initiative ties back into the global sustainability model for language.

c) IB Research Opportunities under the Undergraduate Research Opportunities Program (UROP): Undergraduate research sparks critical thinking and creativity. In Phase VII, we will integrate UROP into the international business research agenda of our CIBER Core Faculty (See *Appendix 2-F*, 54 projects) over a four-year time horizon and support student presentations to the President's Undergraduate Research Awards (PURA) which offer $2,500 (max.) awards, to undergraduates conducting mentored research. This program will also mobilize the dynamic AIESEC Georgia Tech student organization created in 1986, whose faculty advisor is CIBER director.

d) Curricular Awards: An appropriate number of curricular projects will be selected in each grant year to enrich the existing international business-related course offerings, encourage new teaching methods, and support our degree and non-degree initiatives. Partner institutions will have access.

e) Enhancing the Capstone Experience of the GT-wide International Plan: The capstone course integrates into the major the unique perspective that students have gained from their international

experiences. We will inject the global sustainability dimension into these capstone courses, reflecting the internationalization drive of the institution (Quality Enhancement Plan I which created the IP degree designation) and the second QEP II, sustainability.

f) #African Regional Studies Certificate: In collaboration with Prof. M. Best of the Sam Nunn School of International Affairs and Prof C. Ippolito, Modern Languages, we will enhance existing regional studies certificates   (Asian Affairs, European Affairs, European Union Studies, and Latin American Affairs) and develop an African studies multidisciplinary certificate by year II of the project. In this connection we will leverage our relationships with the following partner universities: Nelson Mandela Metropolitan University, Port Elizabeth, South Africa; the West African Research Center (WARC), the University of Cheikh Anta Diop (UCAD), both in Dakar, Senegal as well as the University of Cocody, Ivory Coast; the Liberia University Consortium; and Jomo Kenyatta University of Agriculture and Technology, Kenya.

g) Develop a GT-wide Undergraduate Minor in Global Development with the College of Engineering: Drawing on the curricular strength of International Affairs, Economics, and the Scheller College, reflecting the university's QEP II emphasis on global sustainability, problem-solving and the Africa emphasis in (f) above, the College of Engineering, in alliance with GT CIBER, will develop and offer a project-oriented Global Development certificate. Prof. Kirk Bowman is leading this initiative.

h) Cecil B. Day Program for Business Ethics: This newly funded program in conjunction with GT CIBER will collaborate on a biennial global governance workshop designed to compare and contrast the cultural dimension of corporate ethics and governance.

i) Infuse Global Dimensions in Institute-wide Leadership Studies Minor: GT CIBER will enrich the course contents with internationally-oriented case study and material for courses currently taught in this new certificate through the multidisciplinary Institute of Leadership and Entrepreneurship (ILE).

j) Infuse Global Content in new MS in Business Analytics: This degree initiative, jointly organized by the School of Industrial Systems, the Department of Mathematics and the SCOB, creates ample opportunity to build in global data base and address issues of cross-national use of data analysis. To this end, a joint degree with Tsinghua University, China is in early planning phase under the leadership of Prof. J. Hsu, Director, China Programs, and SCOB. The new Center for Business Analytics and GT CIBER will support the addition of new curricular modules over Phase VII.

k) Offer Global Option for "X" Degree: Under the leadership of Prof. Richard Barke, School of Public Policy, this experimental, interdisciplinary customized undergraduate degree creates an opportunity to undertake service-learning projects oriented towards global sustainability. GT CIBER will support the development of global sustainability project options.

l) Apply Problem-Based Learning to Complex IB problems in Global Ethics and Sustainability: Building on a FIPSE-funded grant software program (http://agora.gatech.edu/), GT CIBER in collaboration with Prof. M. Hoffman, Director, School of Public Policy, will create a global classroom website in which small student groups from all over the globe can study and work together on solving global sustainability and business ethics issues.

m) Incentivize Creation of IB Special Topic Courses in Undergraduate Honors Program: in conjunction with the GT CIBER Core Faculty research projects outlined in *App. 2-F*, building on the well-established Honors Program, the number of international business-related project course offerings will be increased every year of Phase VII.

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n) Create a Georgia-wide International Business Course Information Clearinghouse: As business schools meet a rising demand from students and for specialization, there is a knowledge gap to inform students as to which classes in international business-related courses are offered across the 34 institutions of the University System of Georgia to allow cross-registration to speed up students' degree completion.

 o) *Leverage the existing Georgia Tech-HBCU/MSI Outreach Consortium (22 HBCU members, http://hbcumi.gatech.edu/) to provide select students an annual stipend to support their MS in Quantitative and Computational Finance (MS-QCF) course of study. The MS in QCF is an intensive, interdisciplinary program in finance and financial instruments with quantitative emphasis. Currently, the MS in QCF program supports approximately 50 incoming students each year. GT CIBER will encourage and provide one stipend per year to a select GT-HBCU student enrolling in this program.

Program Element III: Leveraging the Georgia Tech Global Campus Model for Faculty and Students

To complement the curricular and degree-oriented efforts in Program Element II, this element revolves around Georgia Tech's *Global Campus Model (App. 3-D)*, with mini-campus or satellite locations and commitment to high international visibility. It leverages these facilities to encourage fuller student and faculty-centered activities which *support international mobility*. These initiatives reflect Georgia Tech's Strategic Plan which stresses (a) that "the student body is the soul of Georgia Tech and the mark of our success," and (b) the centrality of global competence, through "international intellectual experiences that enhance the research and teaching missions of the Institute." Since 2008, over 60 tenure-track professors with international business-related teaching and research experience have been hired in the SCOB and IAC. The GT CIBER Core Faculty Group (*Appendix 1-D*) has expanded to include many of those. *Thirteen interrelated modules* address the central components of the Georgia

Tech internationalization model and respond to the legislative mandates of Title VI, Section 612. As *Appendix I-C* (the *master matrix*) indicates, they respond to the Congressional mandates (national/regional resource center, critical languages and fields, training to students, academic outreach) and mandatory activities of 612 (c) (1) and the two competitive priorities.

a) #Business School-specific Reciprocity Agreements: Building on the extensive range of the University's network of overseas relationships (see *Appendix 3-A*) and in tandem with the GT Office of International Education and the SCOB's MBA and Undergraduate Offices, GT CIBER has evolved twenty five overseas partnerships (*Appendix 3-A*). . Responsive to the competitive priorities, we will solidify recent agreements in India (IIM Lucknow, Ahmedabad, Bangalore; Indian School of Business; IIT Kharagpur, Delhi, Kanpur and University of Delhi) and formalize relationships with the following *South Asia and Sub-Saharan African business school partners*: The Nelson Mandela Metropolitan University, the University of Kwazulu-Natal, both of South Africa; the University of Cheikh Anta Dio, UCAD, Dakar, Senegal; the University of Cocody, Abidjan, Ivory Coast; Binus University and Atma Jaya University, of Jakarta, Indonesia; National University of Singapore (already linked to GT), Nanyang Technology University (already linked), and Singapore Management University, all of Singapore; and the University of the Philippines, Queson, The Philippines.

b) #Summer Study Abroad Programs: We will harness our overseas anchors (GT Lorraine/EU, GT Shenzhen/China) and branches (Central America, Morocco, Singapore, Morocco) to locate more of our summer study abroad programs. Our Office of International Education (Ms. Amy Henry, Director) notes that there are currently 35 faculty-led study abroad programs at Georgia Tech. Profs. C. Ippolito and M. Best will lead new Sub-Saharan Africa-focused study abroad programs, beyond the one already extent. It will be patterned after the extant ILE Eastern Europe Study Abroad program on Leadership for Social Good.

c) MBA International Practicum: This global consulting MBA-level project-driven annual course which has taken more than two hundred MBA students to over ten countries will sharpen students' focus on issues of global corporate social responsibility and also leverage the new GT European technology commercialization platform inaugurated May 2014 (in Metz, France, 40,000 square feet), presided by Prof. B. Kippelen of Georgia Tech. In Phase VII, GT CIBER will support the introduction of service-learning components into the course.

d) Widening Georgia Tech European Extension Campus Management Program Year-Long Course Offering: An increasing number of IB-related courses are offered in summer mode (up to ten every year); we will encourage the same curricular practice in the regular academic year at both the graduate and undergraduate level. GT faculty costs are borne by the Extension Campus.

e) Global Engineering Immersion Program *Tri-Continent Certificate* at GT Lorraine (http://lorraine.gatech.edu/) and GT Shenzhen (http://www.shenzhen.gatech.edu/) and at GT Atlanta Main Campus (www.gatech.edu): This tri-continent certificate program recognizes graduate engineers' overseas period of study and work. We are proposing to add components of cross-cultural management to this certificate program.

f) #GT MS in Supply Chain Engineering at Singapore: The Stewart School of Industrial Systems Engineering, under Prof. Chip White, is redesigning an MS in Supply Chain Engineering with National University of Singapore open to GT students. We will introduce a cross-cultural, comparative dimensions in the course offering as the degree program gets launched in Year II and III.

g) GT-Peking University Biomedical Joint Doctoral Program Development: This highly select and targeted program (https://pku.bme.gatech.edu/) lacks in cross-cultural sensitivity training. We will provide training modules to achieve this goal.

h) GT Costa Rica TIP (http://tip.gatech.edu/) and Panama LIRC (http://logistics.gatech.pa /):

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These two GT branch locations, logistical gateways to Latin America, will serve as locations for an FDIB we undertake jointly with Florida International University, focused on security; we will also encourage faculty to execute field research in global supply chain in these locations (*Appendix 2-F*, Prospective Faculty-Led Research Outputs).

i) EMBA Global Business--Leverage GT Overseas Campuses for Residencies: Current residencies for these two large programs do not currently make use of these two extension campuses. GT CIBER will promote the optimal localization of these residential visits around the GT overseas campus facilities.

j) *Faculty Travel Awards: GT CIBER will offer 6 to 7 annual faculty overseas travel awards through a competitive selection procedure to further specific CIBER objectives and criteria. This competition for travel funds will be open to faculty from our HBCU-MSI partners in the pilot global supply chain and trade program.

k) *Student Mobility Stipends: GT CIBER will offer overseas mobility stipends to graduate and IP business students to study at one of Georgia Tech overseas campus or graduate and IP partner business schools. The SCOB has made a commitment to offer undergraduate fellowships to fund undergraduate students' overseas study. In Phase VII, GT CIBER will also offer travel stipends to students from partner HBCU/MSI Institutions.

l) *Consortial FDIB: i) With the University of Colorado-Denver we will conduct every other year a new China FDIB, *China's Changing Role in the Global Economy*, to examine opportunities and challenges facing China (emphasizing Western China) as it asserts a leadership role in global business. ii) Similarly, every other year, with Florida International University, we will participate in an *FDIB focused on security* and held at the GT Costa Rica and Panama facilities. iii) Georgia Tech in year 2 of the grant, will organize and implement a consortial FDIB to Japan, based on expertise resident at GT CIBER.

m) #Georgia Tech Summer Study Abroad in Sub-Saharan Africa: Led by Prof. C. Ippolito of Modern Languages and going to Senegal currently, we will expand this Summer Study Abroad, using the GT

Sectoral Expert Team (*Appendix 1-D*) with the following destinations: South Africa, Nigeria, Rwanda, Liberia in this sequence over Phase VII.

IV. Program Element IV: Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Strengths

a) Research Axes: The research axes for Phase VII reflect a four-fold emphasis : (i) first research axis-- *strategies for sustainability* (i.e., business models and best practices to respond to a range of critical global challenges to improve quality of life) in collaboration with our newly created Georgia Tech Center of Business Strategies for Sustainability, (ii) second research axis--*globalization of innovation and entrepreneurship* (i.e., the globalization of technology and wealth creation, international R&D competition, reverse and inclusive innovation focusing on the four technology families identified earlier) in collaboration with the Institute for Leadership and Entrepreneurship, the Enterprise Innovation Institute of Georgia Tech and the Program for Engineering Entrepreneurship, (iii) third research axis--*governance* (i.e., corporate social responsibility, financial governance, transparency, and ethical practices to manage risk exposure, across boundaries) in association with Cecil B. Day Program for Business Ethics, (iv) fourth research axis-- *transnational security challenges* (i.e., cybersecurity, data privacy) in collaboration with the Center for International Strategy, Technology and Policy, the Information Security Center, and the Center for European and Transatlantic Studies (*Appendix 3-C*, Intra-University Linkages). The GT CIBER Advisory Council was involved in defining Phase VII projects. The Dean and Faculty SCOB and allied units were canvassed on ongoing research priorities (*Appendix 2-F*). Finally, we used recent surveys of Southeastern exporters of technology products as input for new research projects.

b) CIBER Core Faculty and Expert Teams: The Core Faculty Group meets once a year and is regularly renewed with new faculty participants. Meetings are used to promote interdisciplinary collaboration

and CIBER research initiatives. Four faculty regional and expert teams, tracking the regional clusters chosen for Phase VII, and four faculty industry/technology sectors who will guide and critique both research and other initiatives. (*Appendix 1-D)*

c) A GT CIBER Faculty Awards and Selection Committee will review application for faculty research and travel support which buttress our research axes, interaction with our partners, and Global Campus model. The Faculty Selection Committee with a representative from the SCOB Dean's Office makes these awards based on relevance to the grant program design.

d) CIBER Visiting Scholar Program: The GT CIBER has hosted one or two visiting or research scholars from overseas partner institutions annually for the past 12 years at no cost to the CIBER center, hosting facility being provided by the College.

e) Undergraduate Research Opportunities thesis option: Building on the project work outlined in II, c above, we will design an undergraduate thesis option for the honors student articulated around international economic and business topical research.

f) Biennial Consortial Doctoral Workshops: In collaboration with our Georgia Tech Center for European Transatlantic Studies and Jean Monnet Center, we will hold two workshops in Phase VII, focused on salient business issues dealing with *transatlantic trade and investment relations*; staggered every other year,   in collaboration with the University of Colorado-Denver and faculty from Indiana University graduate school of business, we will offer a *research-focused faculty development workshop designed for Doctoral Students and Junior Faculty focused on international entrepreneurship a*s pre-conference workshops at AIB annual or AIB-US regional meeting. GT CIBER hosted the last annual meeting of the AIB-Southeast Conference.

g) GT CIBER Working Paper Series: GT CIBER produces and disseminates its best working papers

annually and make them available on the web. This multidisciplinary effort will continue deploying.

h) Biennial Multinational Enterprises and Sustainable Development (MESD) Conference:

MESD is a well-established research conference in a non-CIBER consortium between Georgia Tech

and the graduate school of ICN, Lorraine, France to create and diffuse research knowledge and on

strategies of multinational enterprises pertaining to sustainable development

(http://mesd.org//indexEn.htm). An international conference is held every other year on the research

topic which captures Phase VII's first research axis. This event is at no cost to the funding request.

i) China Goes Global Consortium and annual Conference: Created in 2004, the Chinese Globalization

Association is a partnership between Georgia Tech CIBER, Rollins College of Florida, Jacobs

University of Bremen, Germany, and Harvard University Kennedy School's Asian Studies Center

(http://www.chinagoesglobal.org/cga/).   An annual research conference is held once a year focusing on

the impact of Chinese economic globalization, particularly for the U.S. economy. This event is part of

the CIBER North Asia research program and is self-supporting.

j) Faculty Research Colloquia: Each research axis faculty will organize an annual SCOB colloquia to

further the exchange of research ideas relating to the axes. CIBER will facilitate this internal and open

to all faculty-driven initiative.

k) Lecture Series on Globalization, Sustainability and Governance: Reflecting the Phase VII research

axes, with the Center for Business Strategies for Sustainability and the Cecil B. Day Program for

Business Ethics, an *ad hoc* series of guest lectures will be co-organized, three a year.

l) Seminar Series on Emerging Cyber Threat with GT CISTP Center: In close and continued

collaboration with the Center for International Strategy, Technology and Policy, an annual seminar

series focused on cybersecurity threats and its business and other implications will carry forward.

m) Roundtable on Engineering Entrepreneurship Research (REER): Led by Prof. M. Thursby, Director of TI:GER (Technology Innovation to Generate Economic Results, an original NSF-supported program), now going into its fifteenth year, brings together leading scholars in technology transfer activity between economic actors and across boundaries, in support of the third research axis. CIBER will co-host and sponsor this highly targeted research colloquium.

n) International Patent Data Tracking Project: In alliance with TI: GER, this project is spearheaded by Prof. Jerry Thursby. It tracks international patent data, in furtherance of the research axes identified. CIBER will assist research projects connected to use of the PatStat data base, a widely used resource to investigate innovation, economic growth, science policy, clustering of economic activity, social networks, knowledge spillovers, and the operation of the US and global patent system.

Program Element V: Blending Sustainability and Management Education: Producing Globally Responsible Managers

In Program Element V, ten interrelated initiatives address objectives responsive to the curricular, research, and the national resource center mandates of Title VI (*Appendix 1-C*), presenting a pedagogical model for technology-oriented universities.

a) Internationalization of Technology & Management Degree Program: The Steven A. Denning Technology & Management Program (T&M), directed by Prof. R. Subramanian, creates cross-functional leaders in technology and business-related fields. The T&M Program focuses on a select group of undergraduate students from the Colleges of Business, Computing, and Engineering who offer interdisciplinary team solutions to real-world problems facing corporate affiliates. In Phase VII, CIBER collaborates with T&M on two programs designed to further the internationalization of students. First, there will be a creation of two capstone projects, sponsored by the Caterpillar and Interface corporations, involving a 7-day residency in Brazil and China, respectively. CIBER will lend

its connections and expertise in short-term study abroad to design and implement this program.

Second, beginning in May 2015, all T&M students will begin participating in an international

experience, taking advantage of the geographic campus location of GT-Lorraine in Europe to conduct

company visits to learn about renewable energy and business sustainability.

b) Program for Engineering Entrepreneurship: International Modularization: This program is a

collaboration between the SCOB, the College of Engineering, and the Woodruff School of Mechanical

Engineering. It offers a formal graduate level curriculum leading to a Certificate in Engineering

Entrepreneurship, provides short courses on a variety of topics for faculty members, scientists, and

engineers on technology entrepreneurship. This program, funded by an award from the Whitaker

Foundation, headed by Prof. David Ku, a distinguished professor of engineering and management. In

Phase VII, GT CIBER will assist in the development of internationally-focused course modules.

c) Seminars: Sharing Best Practices in Online Technology for the Global Business School with GT

Center for 21st Century Universities: C21U is Georgia Tech's living laboratory for fundamental change

in higher education. Much change in the technology of college-level learning has occurred, including

the use of MOOCs (Massively Open Online Courses). C21U and CIBER will collaborate to present the

best tools and techniques ("flipping the classroom") applicable to international business.

d) *Internationalization of Deloitte Business Case Competition (Annual): Deloitte Consulting holds an

annual case competition between Emory University and Georgia Tech. The challenge is designed to

provide undergraduate students with a meaningful exposure to the field of management consulting. GT

CIBER in Phase VII will support the introduction of internationally-focused business cases.

e) #Support of Executive Masters in International Logistics (EMIL): This executive master's in

international logistics has five two-week residencies, three of which are abroad (varying locations and

using the GT Lorraine European Campus, the Singapore Georgia Tech Asia-Pacific Logistics Institute,

and also in Latin America). Headed by Prof. J. Vande Vate (a member of the GT Advisory Council), the EMIL enrolls classes of approximately 35 mid-career global logistic executives. In Phase VII, GT CIBER will seek to develop modules that address logistics issues in CIBER's four regional focus areas.

f) Expand International Management Exposure for Non-Management Students: Various certificate and minor programs have been designed to expose non-management students to the foundations of management such as the Leadership Minor, the Technology and Management Program, or the Engineering Entrepreneurship programs, among others. European competitor countries have established a model of the business engineer ("ingénieur d' affaires," "Wirtschaftsingenieurwesen"). The institutional goal here is to make a larger range of international business-related courses available to engineering, industrial systems and other professional school majors by seeding international business content in many of the initiatives identified in Program Element II, III and VI.

g) Building Service Learning Focused on Sustainability Issues into Global Internship Program: The Georgia Tech Global Internship Program (GIP, Ms. C. Anderson, Director) supports over 180 students in taking their professional development global annually. If they are planning to intern for a multi-national corporation, or in a research lab at a university outside the United States, GIP helps students find, develop and register their international work experience. This unique work abroad program further expands GT's global footprint.

h) *Ideas 2 Serve (I2S) – Increase Participation by HBCU/MSI in Global Social Entrepreneurship: The Ideas2Serve competition is for students with an early stage product/service idea or venture concept to create a better world. I2S is a competition of ideas where creativity, imagination, and technology are applied to solving global social and/or environmental problems. In Phase VII, GT CIBER will sponsor entrants from partner HBCU/MSI institutions to enter this competition.

i) *Global Social Venture Competition – Partner with UC-Berkeley and GT ILE: The Global Social Venture Competition (GSVC) provides aspiring entrepreneurs with mentoring and prizes to transform their ideas into positive real-world impact businesses. Georgia Tech is the U.S. Eastern Region Partner and hosts the Semi-Final rounds for Eastern Region Teams. GT CIBER will work with HBCU/MSI partners to recruit teams from under-represented and under-served communities.

j) #Georgia Tech Africa Information Communication Technology MOOC Education Initiative: **:** In cooperation with partner institutions in Africa, faculty from the SCOB will design and develop a portfolio of offerings to increase the level of entrepreneurship in Africa through the use of information and communications technology. Content will be delivered primarily through the Internet as a MOOC.   Headed by Prof. M. Smith, this initiative of the Scheller College will provide non-credit courses, including teachers, feedback, and evaluation of participants, through the GT Global Learning Center to paying partners in Africa. Those partners may then choose to award degree credit in their own programs. No Georgia Tech credit will be awarded. GT CIBER will support the development and implementation of this program.

Program Element VI: Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities

Georgia Tech CIBER reaches out continuously to the business community in the Southeastern region and to innovation-intensive firms by creating country-market, issue-specific and technical information to enhance their global competitiveness. As a case in point, the annual Georgia Tech Global Business Forum, a two-day event, which focuses on a regional market and attracts an average of 150 business participants. Similarly, GT CIBER reaches out to our neighboring academic communities. Emphasis continues to be offered for HBCU/MSI Institutions as part of the Center's commitment. GT CIBER has allied itself with the community of business associations, technology companies and economic development agencies (*Appendix 3-B*). Ten program modules are proposed in Phase VII to fill gaps

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identified by our Advisory Council.

a) #Annual Georgia Tech CIBER Global Business Forum: This two-day forum highlights a different regional market and macro international business issue area each year. Phase VII topics planned will be, **"The Rise of ASEAN: Key US Partner and Competitor in the Trans-Pacific Partnership**" in Year I , the 22nd annual forum ; in Year II, the 23rd annual Forum will focus on the **"The European Union in a Reconfigured Economic Space: Implementing The Trans-Atlantic Trade Partnership in High Technology Trade;"** in Year III, the 24th annual Forum will focus on **"Sub-Saharan Africa: Trade as a Gateway to Sustainable Development;"** in Year IV, the 25th annual Forum will address **"Smart Manufacturing and Reshoring: The Next Competitive Challenge in the US – China Economic Relationship"** This program is designed to attract a mix of business executives and academics as well as students who have a special interest in the regional markets.

b) #Annual U.S.A.-India Summit: In collaboration with the US-India Business Research Center (USIBRC), headed by Mr. Agni Agnihotri, an Advisory Council member, this event is an in-depth industry sector-driven look at India as a unique emerging market opportunity. This program has expanded to a summit format four years ago, collaborating with the Metro Atlanta Chamber of Commerce, the U.S. Export Assistance Center, among others.

c) Leverage GT European Platform to Reflect Joint US-French Commercial Innovation: The Lafayette Institute is housed in a new 20,000-square-foot building on the GT Lorraine European Campus, with a 5,000 square foot clean room, equipped with state-of-the art semiconductor growth capabilities. A joint NSF-CRNS research lab officially created with technology spin-off opportunities which GT CIBER will support through its MBA Global Practicum consulting projects.

d) #Building the Economic Dimension into Africa-Atlanta--An Annual Metro-wide GT Initiative: Modeled on the highly successful France-Atlanta Initiative, Africa-Atlanta, launched by the IAC, is

designed as a robust cross-cultural interdisciplinary collaboration of multiple stakeholders across the City of Atlanta. In Phase VII, GT CIBER will co-host an event promoting sustainable economic development approaches in sub-Saharan Africa and integrate it into the Africa-Atlanta structure.

e) Biennial Global Supply Chain Markets and Opportunities with Georgia Ports Authority: The Port of Savannah is the 4th busiest and fastest-growing container port in the United States. Capitalizing on the unique position and knowledge base of Georgia Tech, GT CIBER, together with partners in the Supply Chain and Logistics Institute and the US-India Business Research Center, will co-host a conference on the topic of Global Supply Chains in Savannah in years 2 and 4 of Phase VII.

f) Development of International Business Incubator/Accelerator Model: Georgia Tech has a long history of enterprise incubation. GT CIBER will help to leverage this experience, together with other Georgia Tech partners, such as the Advanced Technology Development Center, the VentureLab, the Enterprise Innovation Institute, and the Institute Lafayette to establish a collaborative model for international entrepreneurship and new company development.

g) *Southeast US Consortium for Globalizing Business Education for HBCU/MSI & Community Colleges with the University of South Carolina (USC): Georgia Tech CIBER will co-lead an MSI internationalization initiative with the University of South Carolina, and an institutional consortium composed of Duke University, with some twenty HBCU-MSI networked to the two host institutions. This initiative is designed as a four-year progression of internationalization activities during the grant cycle. Incorporating faculty development programs, international business course development, faculty and student study abroad and research paper development offered by USC and Georgia Tech. In Year 1, Georgia Tech and USC faculty will offer a two-day FDIB seminar, held in Atlanta and Charlotte, to provide an introduction to internationalizing the curriculum. In Year 2, GT CIBER will host a conference on the creation of overseas

internships. Georgia Tech and USC will leverage their considerable experience to share best practices. In Year 3, consortium member schools will implement their own short-term study abroad courses and overseas internships with GT CIBER support. In Year 4, USC CIBE will organize a research paper development workshop for the MSI consortium. GT CIBER will provide travel stipends to MSI faculty to present their research in regional forums.

h) *Global Logistics and Trade Pilot Project with Select HBCUs (Albany State, Savannah State, and Bethune-Cookman): Georgia Tech CIBER has considerable depth in global logistics and trade. In Phase VII, GT CIBER will support the creation and/or expansion of Global Logistics and Trade Programs, modeled on the Savannah State University's Global Logistics & International Business Education and Research (G-LIBER) center, created during the previous Phase VI with the support and guidance of GT CIBER.

i) *Expansion of Georgia Tech's Long-Standing HBCU/MSI Outreach Initiative into International Business Education (https://hbcumi.gatech.edu/): This module capitalizes on a commitment to Minority-Serving Institutions that Georgia Tech has had in effect since 1972. Through its HBCU/MSI Outreach Initiative, GT's vision for current and future outreach efforts includes: i) Building upon previous experience with minority-serving institutions ii) Establishing new partnerships and iii) generating additional support for innovative research. In Phase VII, GT CIBER will support the expansion of this existing network into international business-related research fields.

j) *Development of a Research University-Community College International Business Education Collaboration Model: In Phase VII, GT CIBER will collaborate with Chattahoochee Technical College, an eight-campus Technical/Community College located in Northwest Georgia, coordinated by Professor of Supply Chain and Logistics Doug McElhaney, to create training modules in global logistics and supply chain relating to export processes. Additionally, should Michigan State be funded

for a CIBER, Georgia Tech will participate in the CIBER/Community Colleges Consortium begun in the previous round of CIBER grant funding, and shall make all resources associated with that consortium to Georgia Tech Community College partners.

k) *National District Export Councils Consortium Participation: Georgia Tech will join the CIBER-wide collective effort to collaborate with the National District Export Council (NDEC). This initiative, spearheaded by San Diego State University, partners all CIBERs with a DEC and their Annual DEC Leadership Conference held each fall in Washington, DC. This program enables participants to engage with 1500+ policy makers, business people, trade organizations and educators from across the U.S.

l) IMPACT Speaker Series, Combine with International Business Speaker Series: Since 2002, the IMPACT Speaker Series has brought highly successful business leaders from industry to campus to share their experiences and give advice to students and entrepreneurs on topics ranging from "building a venture around intellectual capital" to "successful entrepreneurship in large organizations" and "socially responsible leadership".   In Phase VII, GT CIBER will co-ordinate with the Institute for Leadership and Entrepreneurship to bring speakers relevant to the topics of sustainability and global trade to this prestigious venue.

m) *Atlanta University Center Consortium University Community Development Consortium Join GT IAC Task Force – GT CIBER will join the IAC Task force as it collaborates with the AUC Consortium to build a development strategy for the Atlanta Westside Community. GT CIBER will provide expertise on the trade and inbound investment aspects of an overall community development strategy.

n) Ongoing partnership with US Export Assistance Center: In Phase VI, GT CIBER served as lead for Georgia Tech to sign an MOU with the Office of Strategic Partnerships of the US Department of Commerce. In Phase VII, GT CIBER will grow and develop this partnership with the US Export Assistance Center on events and programs to serve exporters located in underserved communities.

o) GAVE Veterans' Entrepreneurship Training Enhancement of Global Training Modules in Conjunction with KSU Coles College: This initiative is a structured series of programs aiming to provide military veterans in Georgia with the opportunity to increase their entrepreneurial knowledge and skills. The programs are offered at no cost to participants and include materials, instruction, hotel accommodations and meals. In Phase VII, GT CIBER will collaborate to introduce modules and training on International Entrepreneurship.

Program Element VII: Supporting Georgia's Global Competitiveness Goals:

GT CIBER leverages a twenty-two year record of extensive *coordinated outreach efforts* with Southeast federal, state, and local economic development institutions.   The Global Trade Division of the Georgia Department of Economic Development (GDEcD, Hon. C. Carr, Commissioner), the U.S. Export Assistance Center (Mr. T. Strauss, Director), and the Metro Atlanta Chamber of Commerce's International Department (MAC, Mr. J. Fernandez, VP International Business), as well as several key regional bi-national chambers of commerce or business associations (FACC, JASG, GIACC, NACA, WTC), are partners in these GT CIBER business outreach efforts. We work closely with Georgia Tech's Enterprise Innovation Institute (Mr. Carl Rust, Strategic Partner Officer, Enterprise Innovation Institute, a member of our Advisory Council). EI^2 provides support for start-up technology companies as well as venture capital and product adaptation for internationalizing innovative companies, through a network of nine Georgia regional field offices.

We also rely heavily on the eleven Overseas Offices of GDEcD and 10 of the major bi-national Chambers of Commerce. *Appendix 3-B* presents a list of GT CIBER economic development partners to mount and deliver outreach programs. We have featured twelve new and some continuing projects to achieve Phase VII objectives on economic development. *Letters of support* from the Governor of the State, the Commissioner for Economic Development, the Mayor of the City of Atlanta, members of the

Congressional delegation, and the President and Vice Provost for International Initiatives of the Georgia Institute of Technology, as well as the chief globalization officer of our large-scale university partner, Kennesaw State University, in co-delivering various programs to its 25,000 student body (*Appendix 2-C*).

a) *Biennial Workshop in Global Technology Markets & Innovation: In association with the Technology Association of Georgia (TAG, located at Technology Square, next to the Scheller College, Mr. Nino Mantela, Director, 24,000 members) and based on a previous pilot program, a biennial five-day long international business for the technology firm training program with a certificate of completion issued upon completion will be offered.

b) *GT CIBER, in conjunction with EI[2,] through some of the select regional offices, will deploy one similar international business for technology training program every other year, alternating with Atlanta-based TAG.

c) *Support for Under-Represented Students in the International Co-Op and Global Internships Program: GT CIBER will work closely with the Office of International Education (Ms. Caroline Anderson, Global Internships, OIE,) creating additional international co-op full-time work opportunities for IP students by providing stipends. CIBER will work closely with OIE in the planning of the pre-departure cross-cultural training; identifying corporate partners overseas. Such global paid internships provide a globally agile manpower for the State of Georgia.

d) Techno-competitiveness Indicators and Geographic Mapping of Innovation Patterns (TPAC): GT CIBER and the Technology Policy Assessment Center (TPAC, Prof. A. Porter, co-director) will continue their collaboration to produce international high technology competitiveness indicators and forecasts (by industry and by country).

e) *Global Cities Initiative and Competitive Regional Clusters: In close collaboration with our Georgia Tech Center for Quality Growth and Regional Development (headed by Prof. Catherine Ross) and the Metro Chamber 's consortium of professional association and corporations of which GT CIBER is a full-fledge member to define a strategy to achieve global status for the Atlanta mega-region. This effort included a Metropolitan Export Initiative led by the Brookings Institution In Phase VII GT CIBER will work with existing consortial partners to implement the findings of the Metro Export Plan. It will also partner with Prof. Ross who serves the Obama Administration in the White House Office of Urban Affairs in refining the trade component of her competitive regional cluster models (http://www.cqgrd.gatech.edu/research/initiatives).

f) *Southeastern Trade Adjustment Assistance Center: The Southeastern Trade Adjustment Assistance Center (Mr. Mark Hannah, Director), based at Georgia Tech, is chartered to assist manufacturers develop and implement turn-around strategies to cope with increased competition resulting from foreign imports. SETAAC serves an eight-state region of Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee. In Phase VII, GT CIBER will conduct occasional workshops, as requested by SETAAC on issues relating to trade adjustment and remedies.

g) Collaboration with Kennesaw State University's Division of Global Affairs (Dr. Lance Askeldson, Chief Globalization Officer, KSU): We will provide support for the establishment of a series of four cross-cultural seminars with an Asia focus, capturing the respective Asia expertise of both institutions, notably KSU's newly approved Asian Affairs degree program, its Confucius Institute, its conflict resolution doctoral program, over the duration of the grant period.

h) *Collaboration with the KSU's India China America (ICA) Center (Prof. G. Hariharan, Director): We propose to collaborate on delivering more targeted   emerging market opportunity information with

particular *focus on South Asia and China for US HBCU and MSI p*art of the *Southeast US Consortium for Globalizing Business* In the global market place of the twenty first century, it is essential to learn to working with economic actors from countries such as China and India. This program will foster creation and dissemination of knowledge on these economies and their ties to the US to partner with US HBCUs. Proposed modalities include workshops.

i)ExportU@ Initiative in Collaboration with the University of Georgia SBDC International Trade Center: Working closely with   Rick Martin of the SBDC in Athens, Georgia we will begin to build into our workshop and defined undergraduate and MBA select classes the online access, contents, and methodology of Export-U2 incrementally over Phase VII.

j) *Provide Ad Hoc Training to the Georgia Tech Minority Business Development Agency (MBDA) in trade opportunities for local businesses: In collaboration with Ms. Donna Ennis, Director, MBDA, based at Georgia Tech's Technology Square, we will provide ad hoc seminars for select minority business, incorporating the Export-U2 material as appropriate to the level and objective of each seminar.

k) Create an Implementation Interface for Metro Atlanta Export Plan (MEP) with GT Enterprise Innovation Institute: In collaboration with Mr. Carl Rust and various staffs at his office, we will provide an interface with $EI^{2\,to}$ insure that this large technology outreach arm of Georgia Tech is fully involved in the MEP.

l) *Global Commerce Internship Opportunities: GT CIBER will facilitate the placement under-represented students in business internships with our two outreach partners, the Georgia Department of Economic Development and the Metro Atlanta Chamber on a quarterly basis.

m) Leverage new GT Lorraine Technology Platform Institute Lafayette for Product Adaptation of Georgia Firms: Georgia Tech's EI2 and GT CIBER will collaborate to optimize this new facility as a

lean start-up gateway to promote partnerships between U.S. and European high-tech firms and to propel U.S. firms in the European market.

II. PROJECT'S NATIONAL SIGNIFICANCE AND MAGNITUDE OF OUTCOMES

A. Reviewing the National Significance of the Proposed Project: We assess the national, regional, and local significance for each program element, considering target audiences: students, faculty, peer institutions, the business community, and government partners. We rely on four sources in assessing national significance: consultation with our Advisory Council; regular feedback from the GT CIBER Core Faculty; periodic program evaluations; CIBER-wide consultations; and guided by the Congressional mandates and AACSB's priorities.

Program Element I: Creating A Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University: Program Element I has national significance because (a) it provides a national replicable model built around the structuring concept of sustainability , (b) it offers a methodology to overcome resistance to language study and sets in motion exemplary strategies, (c) it is responsive to the statement of Secretary of Education Arne Duncan who noted on December 8, 2010 that "to prosper economically and to improve relations with other countries…Americans need to read, speak and understand other languages," (d) it addresses the issues raised by the 2014 Williamsburg Conference on the *Internationalization of U.S. Education in the 21st Century*, and as abundantly noted in a landmark study of the Committee on Economic Development, *Education for Global Leadership: The Importance of International Studies and Foreign Language Education for U.S. Economy and National Security*. The study concluded that U.S. employees lack knowledge of international issues; are proficient in other languages; and our inattention to other languages and cultures undermines our ability to be good citizens, both in our own country and in an increasingly interdependent world." In response, Georgia Tech was recognized for its internationalization strategy. The Institute of International Education

(IIE) recognized Georgia Tech with its 2010 Andrew Heiskell Outstanding Award for "Internationalization of the Campus."

Program Element II: Promoting International Specializations in Academic Offerings: From Breadth to Depth: Most U.S. students are ill prepared to work, compete, and live in the global community. Few who study abroad are majors in business or the STEM disciplines. Many innovative programs are available but often provide limited cultural immersion, little opportunity to gain second language proficiency, and lack a contextual education. By increasing the number of undergraduates   with global competence, the International Plan (IP), with key inputs from CIBER, posits a national model at the core of Program Element II.   Program Element II deepens globalization in an array of excellent specialization programs, responsive to the 2011 AACSB *Globalization of Management Education* study, defining globalization of education as a "process of change," and a "disruptive force of change in management education." Some 1,600 Georgia Tech students had a significant experience abroad for year 2012-2013 of which 150 were in remunerated work abroad situations as part of their degree and 47% of students graduating with a significant international experience in academic year 2012-2013. The GT Office of Institutional Research and Planning compared academic outcomes of participants in select global enrichment programs with non-participants of the 2002-2006 cohort. It concluded that living-learning community, honors program, certificate (international) programs, International Plan participation. Study or Work Abroad had better cumulative GPA, more graduated with honors, and better placement prospects. GT CIBER injects an international business dimension in this university-wide process, strengthening Georgia Tech's US News & World Report 2014 ranking as 7th among the nation's public universities.

Program Element III: Leveraging the Georgia Tech Global Campus Model for Faculty and Students: Georgia Tech became one of the first American universities to open its doors in 1979 to students and

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scholars from the PRC. In 1990, Georgia Tech launched its European campus in Metz, France with an applied research partnership in Morocco. In 2000, it established The Logistics Institute: Asia-Pacific in Singapore. Georgia Tech Ireland (GTI), was established in December 2006 as Georgia Tech's first overseas applied research facility. In 2006, Georgia Tech launched a joint master's degrees in Electrical and Computer Engineering at Shanghai Jiaotong University (SJU), then established the Georgia Tech-Shenzhen campus platform in 2013. This momentum has grown into a major China initiative with additional programs offered with Peking University and the Beijing University of Telecommunications, Tianjin and Tsinghua Universities, among others. The Georgia Tech Trade, Innovation & Productivity Center opened in Costa Rica in August 2009, followed by Panama in 2012, to support business development and joint programs. The Lafayette Institute technology platform in the heart of Europe was inaugurated May 20, 2014. The Georgia Tech Global Campus Model is an exemplar of how to deploy and leverage a US university's mobility and competitive advantage. The Scheller College of Business, through GT CIBER, has established over 22 graduate business school overseas linkages to build into to the university's partnership network (*Appendix 3-A*). This model is further buttressed by Georgia Tech's 56 undergraduate academic year exchange destinations, and over 35 summer study abroad programs. Georgia Tech's 8 Language for Business and Technology Programs continue to grow with the involvement of CIBER, and increasingly focus on Less Commonly Taught Languages. GT CIBER works organically through all of these units and programs as reflected in the grant's program design. The benefits flowing from the global campus model are articulated with our regional educational outreach initiatives to our HBCU-MSI historical and new partners.

Program Element IV: Researching Global Innovation, Sustainability, Governance, and Security: Optimizing Georgia Tech's Strengths: Among the nationally significant challenges to U.S. competitiveness, the central role of sustainable techno-innovation and commercialization in achieving

U.S. balance of trade, employment, and productivity gains, stand out. Our Phase VII integrated research program focuses squarely on these issues, also reflecting new research directions in international business: corporate governance and ethics, data security and privacy. The new global connectivity trends imply new global business operation models in the making. CIBER Director McIntyre notes that "we are moving away from a world of command-and-control to collect-and-collaborate, with firms looking for talent and opportunity, regardless of location" (Research Horizons, Georgia Tech). The phase VII research axes were carefully selected to reflect and support national and state-level economic development priorities as evidenced in the choice of technology clusters in this grant design and also in the Georgia Center for Innovation and Georgia Tech's Enterprise Innovation Institute. To address these issues 54 faculty research projects have been delineated in this application; fourteen Georgia Tech faculty involved are among *The Most Influential Scientific Minds: 2014* (Web of Sciences and InCites).

Program Element V: Blending Sustainability and Management: Producing Globally Responsible Managers: Much is written of the lack of cooperation between the developers and users of technology. In academia, there has been much advocacy of collaboration between business and engineering schools, but results have come slowly. As noted in the landmark National Academy of Engineering's 2005 report, Educating the Engineer of 2020: Adapting Engineering Education to the New Century, training the engineering and science workforce for a globalized work environment is still no a high enough priority. The best practices in STEM disciplines require the integration of global competence, leadership skills, and ethics foundations, with business experience, mobility and with technical proficiency. Of particular focus are global competitiveness in platform, greenable, distributive and biomedical technologies (see section I A) in this application: Georgia Tech's biomedical engineering program ranked 2nd , its environmental engineering 3rd, and its electrical/computer engineering 4th , its industrial engineering program ranked 1st in the U.S. News & World Report graduate rankings for 2014. Program Element V

is nationally and regionally significant because it posits and strengthens a globalization model of engineering and management education, using the sustainability paradigm to link the technoinnovation sectors of excellence noted earlier, in alliance with our HBCU-MSI partners. Following the QEP II's emphasis on service-learning and global community engagement, these initiatives reflect this embedded approach.

Program Element VI: Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities: Georgia Tech promotes *responsible* competitiveness-enhancing connections between global and local economic development actors. Connecting local strategy to global realities for US regions is a process of national significance. There are powerful synergies deployed in Program Element VI designed to bring global engagement at the local level in our proximate underserved communities and their workforce while capturing the momentum of Georgia Tech's global entrepreneurial eco-system. The end result is the creation of a widely shared vision of the *region's place in the world economy* in which GT CIBER deepens its regional network through a 25,000-strong Kennesaw State University partnership in select program delivery. GT CIBER offers cross-disciplinary, cross-industry "gangplank" outreach programs for our region, offering a vision of the globalizing South. Phase VII establishes a two-fold initiative linking GT's time-tested HBCU-MSI outreach initiative with a region-wide *HBCU-MSI* consortial partnership with the University of South Carolina/Columbia's extensive network to create more in-depth, 1-on-1 mentoring between CIBERs and HBCU/MSI institutions, and lengthening the partner commitment from one year to a multi-year program to generate lasting impact. Additionally, the consortium will be expanded to community colleges.

Program Element VII: Supporting Georgia's Global Competitiveness Goals: Georgia is a growing global business center: 82 countries have consular, trade or chamber of commerce offices in state, and

there are 10 international banks based here. In exports, over 6% of Georgia's gross state product is derived from exports. One-fifth of all manufacturing workers in Georgia depended on exports for their jobs. Georgia ranks 11th among U.S. states' in exports.   In 2012, foreign-controlled companies employed over 194,000 Georgia workers. *Georgia Tech Enterprise Innovation Institute*, Georgia Tech ATDC, the state incubator, and Georgia Tech's *VentureLab,* ranked as #2 as a university business incubator in the world, with GT CIBER support the growth of the state of Georgia as an internationally competitive business and innovatory hub at GT's Technology Square, as indicated in the letters of support of Governor N. Deal and the Georgia Congressional delegation, among others (*Appendix 2-C*). Noteworthy among the 13 integrated collaborative program modules are the collaboration with the GT-based Minority Business Development Agency, the Center for Quality Growth and Regional Development, the Southeastern Trade Adjustment Assistance Center, and the Technology Association of Georgia, forging multi-actor forge multi-actor partnership   to promote exports and Georgia's attractiveness. This initiative is supportive of the National Export Initiative at the regional level.

B. Magnitude of Likely Outcomes: The anticipated and likely outcomes flowing from the seven program elements will impact the local level (defined as Metropolitan Atlanta), the regional level (defined as a three-state areas adjacent to Georgia), and the national level. *Appendix 2-E* titled *"Magnitude and Significance of Likely Outcomes by Geographic Levels and Programmatic Outputs/Outcomes/Results,"* identifies the magnitude of results by geographic level on a three-level scale. The same table details outcomes of programmatic results for each module.

III. QUALITY OF THE PROJECT DESIGN

The GT CIBER management team, the GT CIBER Advisory Council, and the GT CIBER Faculty Working Group made key contributions during design of this proposal as have the leadership of the University, Scheller College of Business and allied Colleges and Schools.

A. Exceptional Approach: We highlight four features of this proposal representing GT CIBER's unique approach to meeting the purposes and requirements of the authorizing statute.

 1. *Multidisciplinary Excellence in Teaching, Research and Education*. Georgia Tech has a tradition of effective and extensive cross-unit collaboration both in research and teaching. The Ivan Allen College, allied with the Scheller College of Business, was created in 1990 to reinforce this tradition in non-engineering fields. With over 180 full-time faculty, the IAC includes six disciplines and schools. Too numerous to inventory here, the GT CIBER activities build bridges between all campus units, graphically summarized in *Appendix 3-C*

2. *A Commitment to Broad-Spectrum Internationalization and Globalization*. In 1979, Georgia Tech was one of the first American universities to open its doors to students and scholars from the PRC--an exchange relationship that led to the new Georgia Tech Shenzhen Campus, located in Shenzhen, China at the Shenzhen Virtual University Park, opened in April 2014. Also in 2014, Georgia Tech inaugurated the Lafayette Institute, a European technology platform. The Institute Lafayette is located adjacent to Georgia Tech Lorraine, which has been in existence since 1990 in Metz, France. A full visualization of all nine of Georgia Tech's overseas locations can be found in *Appendix 3-D*, "Georgia Tech International Branch Campuses." The Scheller College, as a result of the work of GT CIBER, has established thirty two overseas graduate business school linkages. U.S. students increasingly avail themselves of Georgia Tech's renowned Language for Business and Technology Program.

3. *Internationalizing and Integrating Engineering and Management Education*. The purpose of the statute is perhaps best met by a CIBER that improves international skills of scientists and engineers and increases management's awareness of the technical and scientific aspects of international competition. Georgia Tech attracts top-notch engineering students and its Scheller College of Business, nationally

recognized for its strong quantitative orientation and its unique management of technology program, ensures that Georgia Tech is eminently suited to meet this objective.

4. *A Track Record of Economic Development Assistance and Partnerships*. The statute calls on universities to reach out to the business community in forming "mutually productive relationships" to promote international awareness, export performance, and global competitiveness. Georgia Tech has historically been one of the engines of economic growth in Georgia and the Southeast region. A recent study by the University System of Georgia indicates that Georgia Tech's direct impact on the economy of the state of Georgia is $2.3 billion and generates 18,640 jobs. Today, Georgia Tech's Enterprise Innovation Institute (EI^2) makes the Institute's resources available through 9 strategically located field offices around the State. GT CIBER disseminates its outreach and research programs through this network of field offices and to start-up companies. *Appendix 3-B* presents a graphical overview of GT CIBER's twelve extra-university community partnerships.

B. Coherent and Sustained Design for Target Populations: We have designed seven coherent and sustainable outreach, education, and research program elements to benefit our key targeted populations in multiple ways. Highlights appear below and refer to program modules:

1. *Addressing the needs of American executives and companies with a coherent and sustained program design:* Executives who are committed to enhancing their international business knowledge and skills are confronted with severe time and scheduling constraints. Our activities are directed towards this target population and designed with this consideration in mind. In the new grant period, we will continue and intensify our efforts to create readily accessible education opportunities and business intelligence data (Element VI – a, b, d, e, k, l, n, o; Element VII – a, b, d, e, f, g, h, I, j, k), and technological opportunities analysis initiatives and unique research in engineering entrepreneurship (Element III e, f, m; Element V b). These modules are designed for technology executives seeking

international market information and deeper understanding of the dynamics of global innovation to guide their strategy. Summer language initiatives (Element I b [i-ii], d [ii], l), appropriate for business audiences and relying on recent advances in computer and instructional technologies, are intrinsic to the approach. We continue to develop and innovate on the Scheller College's highly successful Executive MBA programs (Element II a; Element III i). These focused initiatives are responsive to these constraints.

2. *Addressing the needs of students with a coherent and sustainable program design:* At the Scheller College of Business, corporate recruiters, alumni, and our students emphasize the need for rigorous, comprehensive management training. We continue to innovate and develop joint degree programs and the campus-wide International Plan (Element d[i], Element II a, e, Element III e, g) to create graduates with both vital language and intercultural-skills as well as more traditional STEM disciplines. At the same time, students are under severe financial constraints, particularly at the graduate level, often funding their own education. For this reason, many of our programs fit within the restrictions faced by students. We are also responding to the needs of the engineering student population in creating innovatively designed and trailblazing programs (Element III e, f; Element V a, f).

3. *Addressing the needs of faculty with a coherent and sustainable program design:* Faculty are faced with time and resource constraints, particularly at the junior level. More than half of the proposed faculty research projects come from junior faculty. Our design is compatible with the need among faculty to publish in the top journals of their respective fields (Elements IV a, b, f, g, h, i, m). We have also created mechanisms to facilitate international business-related research through the establishment of multidisciplinary teams, groups, and intra-university alliances which facilitate cross-disciplinary research projects (Element III h, IV a, m Element VI j). Research conferences, symposia, faculty development initiatives, and workshops are geared to provide faculty research the necessary

momentum, encourage diffusion of research deliverables and collaboration with faculty at other institutions (Element IV f, g, h, i).

C. Coherent and Sustained Lines of Inquiry: We possess unique faculty expertise and critical mass in a number of fields of knowledge at the intersection of technology innovation, sustainability, entrepreneurship, and international management. We have, as a consequence, leveraged these strengths to pursue consistent lines of inquiry and activities. Nine features characterizing our coherent and continuing lines of inquiry are noteworthy.

First, our research plan seeks to explain and explore the emerging practices and strategies in appropriating technology within a variety of national markets. Companies must offer goods and services that can sustainably meet needs while protecting the environment and the community in which it is located. A major challenge is to be competitive, while maintaining clear ethical standards.

Second, GT CIBER has committed itself to raising awareness in the developing world, particularly the markets of South and Southeast Asia and Sub-Saharan Africa. In Phase VII, GT CIBER will integrate both of these growing regions into our programs and will be adding at least 8 modules.

Third, CIBER has been instrumental in building faculty strength in the European Union market area, justifying the funding by the EU Commission of a Jean Monnet Center at Georgia Tech.

Fourth, CIBER in association with the Schools of International Affairs and Public Policy is building expertise in emerging markets. Six experts in this area have been hired with emphasis on economic development and global sustainability.

Fifth, CIBER will actively promote the growth of expertise in innovation, sustainability, corporate social responsibility as sources of competitiveness and work in close collaboration with our HBCU-MSI partners in pursuing this line of inquiry.

Sixth, leveraging the research record of our operations management and management of technology faculty, CIBER is pursuing the crosscutting themes global innovation and entrepreneurship, governance and ethical practices, business sustainability models, connectivity security and data privacy. These lines of inquiry allow us to blend our pedagogical priorities with research results.

Seventh, GT CIBER addresses global high tech entrepreneurship with sharper focus in Phase VII, building on the strength of the State of Georgia's incubator (ATDC), administered by Georgia Tech, and its world-class university incubator, VentureLab. We have been developing this line of inquiry through an alliance with policy and industry centers (*Appendix 3-C*).

Eighth, the finance faculty group has added, in the last nine years, seven faculty members (three with endowed chairs) specialized in issues of international finance and governance.

Ninth, CIBER has deepened its sectoral lines of inquiry on best practices for global technology opportunities market assessment, applying cutting-edge knowledge and methodologies.

D. Sustainability Beyond the Grant Years: Our project is conceived to build research, training, and funding capacity with measurable results that outlast the grant period.

1. *The building of research capacity:* Our research output already represents a permanent contribution to our knowledge of international business and will extend beyond the period of federal assistance. Illustrative of the project's coherent design of research and development is *Appendix 2-F*. We have invested in infrastructure and capacity to be productive beyond the period of federal assistance. Investments include: (a) library resources, purchase of data sets, electronic media, and other conventional media; (b) faculty development programs such as FDIB study tours, executive education overseas, support for international research conference participation; (c) an extended global network of research collaborators; and (d) the creation of twenty new faculty positions under the auspices in Scheller and Ivan Allen, since 2010.

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2. The building of training capacity: Most of the business curriculum relevant to international business is already funded from non-federal sources, including courses in the EMBA-MOT and EMIL as are most courses in the contemporary social sciences and foreign language curricula. Our dual and other degree program initiatives will be funded from non-federal sources, with federal funds used only during the program startup phase.

3. The building of funding capacity: Many of our activities proposed for the new grant period will have substantial non-federal financial support for their operation, increasing the likelihood that they will continue beyond the period of federal financial assistance. Some programs are financed by registration, subscription or tuition fees including overseas tours and all of our executive education initiatives. Cost-sharing by business/industry groups is fundamental for programs intended to benefit them. GT CIBER obtains about $40,000 a year in cash contributions. Additionally, many of our community partners make in-kind contributions ranging from mailing, printing, event advertising, to air plane tickets and the like averaging about $30,000 a year. The Scheller College, home of CIBER, has benefited from an alumnus donation of $70 million in 2012. The net result is that GT CIBER functions as a catalyst organization to design, coordinate, and implement project activities rather than as an indefinite financial underwriter. Past projects have been "graduated" and no longer require funding from the Center.

IV. QUALITY OF THE MANAGEMENT PLAN

A. Adequacy of the Management Plan: Implementation Responsibilities, Timelines, Milestones, and Adequacy: A *detailed program budget (Appendix 5-A)* for the application is included in the budget narrative component and is organized by programmatic elements and modules and by grant year. The budget draws on twelve years of fiscal management experience at the Georgia Tech CIBER, where we have demonstrated our capacity to keep programs within budget. This track record is the result of extensive management expertise and continuity. Mr. James Hoadley, Associate Director of GT CIBER,

has eleven years of international business experience. He is supported by Mr. Ronald Stutts, Director, Financial Services, SCOB, who has over fifteen years of experience at the Georgia Institute of Technology, and Ms. Letbetter of the Georgia Tech Office of Sponsored Programs (OSP). Moreover, key faculty members involved in CIBER's management and oversight have considerable grant-related experience. Dr. John R. McIntyre has over twenty years' experience in Title VI and FIPSE grant management.

In addition to management expertise, our detailed *administrative structure and process*, are presented graphically in *Appendix 2-A*. This structure contributes to our ability to complete projects on time and on budget. While the CIBER director has overall financial overview for the Center, individual projects are often the primary, joint, or shared responsibility of a faculty member or partner department. These lines of responsibilities are delineated in *Appendix 2-H* in the detailed *Responsibilities Matrix by Program Modules*. In every instance, they have a direct reporting line to the CIBER director. The Director, in turn, reports on the progress of projects directly to the Dean of the Scheller College of Business. A monthly CIBER staff meeting and a monthly report to the Dean and the Chair of the Advisory Council assure consistent monitoring of all CIBER activities. From its inception in 1993, responsibility for the management of specific CIBER programs and initiatives has been embedded into the administrative structure of the Scheller College of Business. The CIBER structure has evolved into a supra-organization which forms alliances and mobilizes resources both within and outside Georgia Tech in support of programs germane to international management education and services.

Appendix 2-D presents an *Implementation Timeline and Milestones* by year and program module for the grant period. In addition, Section I also contains some related information on implementation milestones for individual program elements and modules.

B. Appropriateness of Time Commitments of Key Project Personnel: The GT CIBER management team is made up of individuals who are devoting significant parts of their time in discharging the responsibilities of program implementation. This section details the relevant quality of project personnel. Including their time commitment which is reflected in the detailed budget *Appendix 5-A*.

First, *Dr. John R. McIntyre*, Professor of Management and International Affairs, has served as executive director and principal investigator since 1993 and serves as chair of the CIBER Faculty Research Committee. He occupies a full-time director's position in implementing programs on time and budget while retaining teaching duties in the area of international business strategy. This time commitment will ensure a continuation of GT CIBER's strong record for implementing programs on time and within budget. The director is responsible for administering all aspects of the proposal: planning, organizing, and supervising the proposed activities.

Second, *Mr. James Hoadley* is a full-time Associate Director of the Center and Program Coordinator. His responsibilities include day-to-day budgetary matters, ensuring that CIBER is in compliance with federal and university policies and rules, meeting reporting requirements, supervising CIBER graduate assistants, and coordinating program implementation. He reports to the Director and works closely with key faculty.

Third, *Dr. Yves Berthelot*, Vice-Provost for International Initiatives, Denning Chair of Globalization, and Chair of the Board of GT Lorraine, serves at chair of the CIBER Advisory Council

Fourth, *Dr. Francis Ulgado*, Associate Professor of International Marketing, Scheller College of Business, is GT CIBER Faculty and Research Director. He has been in this position for the past six years. He is responsible for relations with other universities, academic outreach, faculty development, research agendas, and relations with management faculty. He devotes one third of his time to these activities.

Fifth, the CIBER Faculty Awards Committee is made up of CIBER Faculty director Prof. F. Ulgado, Prof. J. R. McIntyre, and Sr. Associate Dean S. Narasimhan.

Sixth, *Ms. Amy Bass Henry*, Executive Director of the GT International Education Office is GT CIBER Overseas Exchange Coordinator. Her responsibilities include the management of our overseas exchange relations, special overseas programs, and international student and faculty exchanges. She will devote five percent of her time.

Seventh, *Dr. David Shook*, Associate Professor of Spanish, is CIBER Director of Language for Business and Technology. He devotes fifteen percent of his time to CIBER-related projects.

Additionally, *Dean Maryam Alavi*, as the chief executive officer of the Scheller College of Business, will devote 2 percent of her effort to CIBER, which represents a key strategic emphasis of the College. Many of our proposed projects are the responsibility of University faculty and staff who are not part of the management structure. Altogether, more than thirty-five faculty and staff are involved in the implementation of the GT CIBER program design. Two graduate assistants work with the Center.

V. QUALITY OF PROJECT PERSONNEL

The biosketches of the GT CIBER's program participants are contained in *Appendix 1-B*. Another appendix, *2-H*, has detailed their responsibilities. The concept of a team approach is central to the management GT CIBER. The principals have worked as a team for the past few years and an efficient division of responsibilities has been established.

1. Center Director and Principal Investigator: Dr. John R. **McIntyre** is Professor of Management and International Affairs, with joint appointments in the Scheller College of Business and, secondarily, the Sam Nunn School of International Affairs. His domain of expertise lies in international business strategy, trade policy, technology transfer, and comparative management. He is a former Research Associate of the Dean Rusk Center. He is the author of several books including the recently published

Business and Management and Education in China, (World Scientific Press, 2005), Business Education and Emerging Market Economies, (Springer, 2004), China Rules: Globalization and Political Transformation (Palgrave MacMillan, 2009), Strategies for Sustainable Technologies and Innovations (E. Elgar, 2013), Innovation in Business Education in Emerging Markets (Palgrave MacMillan, 2013). He has contributed over 100 articles to various journals such as Management International Review, The Journal of Euromarketing, Studies in Comparative and International Development, Osteuropa Wirtschaft (Munich), Politique Internationale (Paris), International Journal of Emerging Markets, Journal of International Business Education. With twenty five years of successful competitive grant and private source funding and management experience in international business education and research, he has served as GT CIBER's founding director since 1993.

2. Advisory Council Chair: Dr. Yves **Berthelot**, Vice Provost for International Initiatives, Denning Chair of Globalization, Professor of Engineering, Chair of the Board of the GT Lorraine European Campus. He joined the Georgia Tech faculty in 1985, was promoted to associate professor in 1990 and to professor in 1996. As an integral member of the Office of the Provost's leadership team, Berthelot directs the Institute's global strategy, international education activities and engagement in research, education, and economic development. He also collaborates with all campus units to ensure the Institute's global efforts in education and research meet the highest standards of excellence.

3. Associate Director and Program Coordinator: Mr. James **Hoadley** has worked with Georgia Tech CIBER since 2003. Holder of an MBA from Georgia Tech in international business and operations management and a master's in language teaching, he is former Human Resources Manager for Musashi South Carolina, Inc. He is enrolled in a DBA doctoral program with the Grenoble Ecole de Management in Grenoble, France. He has extensive experience in business and community relations. He is an expert in Japanese business and economics and fluent in Japanese. He is a member of the

advisory boards of the Japan-America Society of Georgia, AIESEC at Georgia Tech, and is a member

of the Global Commerce Council of the Metro Atlanta Chamber of Commerce as well as the Metro

Export Plan Task Force.

4. <u>Center Faculty Director</u>: Dr. Francis M. **Ulgado**, Associate Professor of International Marketing, has

been in CIBER faculty director since 1995. He received his Ph.D. in international business from the

University of Illinois at Urbana-Champaign. He has published in <u>International Business Review</u>,

<u>Journal of Services Marketing</u>, <u>Management International Review</u>, <u>International Marketing Review</u>,

among others. He is an expert on the Asia-Pacific region, with special expertise in Southeast Asia.

6. <u>Director of Languages for Business and Technology</u>: Dr. David **Shook** is Associate Professor of

Spanish and Acting Chair, School of Modern Languages.

7. <u>CIBER Overseas Exchanges Coordinator</u>: Ms. Amy Bass **Henry,** Executive Director, Office of

International Education, has twenty years of experience in running international exchanges and summer

study programs. She is a graduate of the College of William and Mary, a recipient of a Masters in

International Affairs from Georgia Tech, and a member of NAFSA.

8. <u>Closely involved faculty in program implementation</u>: Coordinating the four CIBER research axes

are: Dr. Soumen **Ghosh**, Dr. Matt **Higgins**, Dr. Beril **Toktay**, and Prof. Lucien **Dhooge.**

9. <u>Expert Regional and Technology Teams</u>: The compositions of the expert regional and technology

teams are detailed in *Appendix 1-D*, made up of Georgia Tech faculty from various units. The regional

teams are made up or area and language scholars as well as management professors. The technology

teams bring together engineering professors with industry expertise and management professors.

Georgia Tech's President, Dr. G. P. Peterson, has publicly placed diversity and inclusiveness at the

top of his agenda. This insures more diverse students and faculty at Georgia Tech from which many

project participants will be drawn, and will further sensitize individuals involved in the project to the

need for non-discriminatory selection. A full-time Equal Opportunity/Diversity Programs Director and an Officer assist the President in this task. A University Affirmative Action Plan and Policy is monitored by the Associate Vice President, Office of Human Resources, and the Director of Affirmative Action. Our Advisory Council has diversity of representation by gender, age, and race and the College itself has a highly diverse faculty and student body. In 1979, Georgia Tech created the Office of Minority Educational Development. Moreover, an Office of Hispanic Initiatives has been funded by the Goizueta Foundation to operate on campus and has benefitted from CIBER support. In addition, the Scheller College and Georgia Tech have a significant commitment to diverse education, illustrated by two findings: Georgia Tech ranks as the number one number one producer of female engineers in the country and number one in bachelor's and doctoral degrees granted to African Americans.

VI. ADEQUACY OF RESOURCES

A. Reasonable Costs: A detailed project budget appears before the program narrative. It is organized from program elements down to the level of program modules. There are several aspects of this budget which we deem cost-effective in relation to our proposed activities for Phase VII.

1. *GT CIBER has used existing Georgia Tech resources as the foundation for GT CIBER programs*. We will be building on physical and intellectual resources as described under B, Lead Applicant Resources.

2. *GT CIBER has achieved partial or complete financing of many CIBER activities through grants and other contributions*. We have demonstrated a capacity for attracting funding for CIBER-connected activities, including NSF funding for a Global Innovation Program, a Fund for the Improvement of Post-Secondary Education grant, a DARPA/Department of the Army grant, a European Union

Commission grant to study the implications of the EURO for U.S. firms, as well as private source funding including UPS, JP Morgan Chase Bank, the Coca Cola Company, and the Home Depot,

3. *GT CIBER maximizes the number of audiences that can be served by each module.* Many of our program elements address multiple audiences and meet more than one statutory purpose and required activity. A multiplier effect is obtained through alliances, consortia, and distance learning.

4. *GT CIBER has management continuity.* GT CIBER has enjoyed continuity in its key personnel. Two of the principal team members have served since the Center was created in 1993. This collective experience translates into efficient administration, tight compliance with university guidelines and regulations and an accurate assessment of staff and financial resources.

5. *GT CIBER partners with other institutions of higher education to extend its reach.* GT CIBER partners with appropriate institutions, including HBCU/MSI and community colleges, to extend its reach and effectiveness.

B. Lead Applicant Resources: The Georgia Institute of Technology is one of the nation's top research universities, distinguished by its commitment to improving the human condition through advanced science and technology. Georgia Tech's campus occupies 400 acres in the heart of the city of Atlanta, where more than 21,000 undergraduate and graduate students receive a focused, technologically based education. Additionally, partner institution Kennesaw State University has 25,000 students.

In 2012, a 1952 graduate of the college, Ernest Scheller Jr. made a $70 million gift, changing the name of the school from Georgia Tech College of Management to the Scheller College of Business, and raising the overall endowment of the college to well over $150 million. Georgia Tech as a whole has an endowment of over $1.7 billion. Georgia Tech is a leader in international education; it has functioning overseas campuses and research facilities in Lorraine, France, Singapore, Shenzhen, Mexico, Panama, and Costa Rica.

VII. QUALITY OF PROJECT EVALUATION

A. Philosophy and Approach: Our goal-based evaluative design is based on (a) the Congressional objectives of the Higher Education Act, (b) the review criteria contained in the Government Performance and Results Act (GPRA) which requires agencies and funded programs to report annually on accomplishments (embodied in the IFLE-IRIS reporting system and the annual AIBER Output and Outcomes Questionnaire), (c) the program assessment methodologies of the AACSB accreditation requirements, (d) the methodologies and databases made available by our university-wide Georgia Tech Office of Assessment and (e) the university-wide assessment methods and data collection for the new international plan (IP), organic to the CIBER program.

Our guiding principles are that our evaluation matrix will provide information to help improve the project and also yield new insights as to outcomes and placement metrics. Our evaluation will feed into our annual reporting requirements (IFLE-IRIS and AIBER questionnaire, among others). We consider evaluation to be an intrinsic part of the planning and implementation process which works best when they work together. Program evaluation determines the value of our collection of elements and modules. We will provide *formative evaluation* (to assess ongoing progress, year by year, in meeting the goals) which includes both *implementation and progress evaluations* (to assess whether the overall project is being conducted as planned and progress), and conduct regular interval *summative evaluation* (to collect information about outcomes and success in reaching ultimate goals with a more mature project).

Because of the multidisciplinary nature of our Phase VII project and because of the numerous stakeholders with whom we have partnerships, consortia, and collaborations we will use a *multi-method* evaluation, based on quantitative and qualitative data is utilized in our design. We also have built in a *"triangulated"* approach, focusing on educational, research, and business outreach silos,

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using appropriate assessment experts to focus on each of these three dimensions. Outcomes are change- and goal-driven and we have specified the broad goals for each of the seven program elements and component modules and how these activities relate to the Congressional mandates through a detailed matrix (*Appendix I-C*). We have specified outputs in the prior table titled "Magnitude of Likely Outcomes by Geographic levels and Programmatic Outputs/Outcomes/Results" (*Appendix 2-E*).

GT CIBER Evaluation Team Make-up: We have assembled a team of professional evaluators, internal and external, all experienced and with defined evaluative expertise, to assess the educational or learning outcomes, the research outcomes, and the business outreach outcomes of the grant project proposal and to conduct summative evaluation. These experts are:

Dr. Jonathan Gordon, Director of the Office of Assessment, Georgia Tech. Dr. Gordon is head of the largest university-wide assessment office in the Southeast region. He received his Bachelor's degree from the University of Toronto in 1988 and his Ph.D. at the University of North Carolina, Chapel Hill. He worked as a post-doctoral researcher in the UNC Office of Institutional Research. After relocating to Atlanta, he joined the University System of Georgia as a research associate studying University System distance education programs. He later worked in the System Office of Strategic Research and Analysis where he created a student-level data collection for financial aid and served as System coordinator for the 2001 Student Opinion Survey. In October 2002 he joined the Office of Assessment staff at Georgia Tech. Dr. Gordon will direct evaluative activities relating to CIBER *educational and learning outcomes*, act as an *expert consultant on methods*, relevant use of performance indicators, data base access, and conduct *focus groups* at regular intervals, working with the Center continuously.

Dr. Philip Shapira, Professor Shapira is Professor of Innovation Management and Policy with the Manchester Institute for Innovation Research, Manchester Business School and also Professor of Public Policy at Georgia Tech. Past Congressional Fellow with the Office of Technology Assessment

of the United States Congress, he held visiting positions at leading international research institutions including the Japan Institute of Labor (Tokyo), the Fraunhofer Institute for Systems and Innovations Research (ISI) in Karlsruhe, Germany, the Victoria Management School, Victoria University of Wellington, New Zealand, and the Université Louis Pasteur, Strasbourg, France. Professor Shapira is an External Faculty member with the Program in Management, Competitiveness and Development at the Scuola Superiore Sant' Anna di Pisa (Italy). He has taught in programs on R&D evaluation at the University of Twente, Netherlands (since 2002), at MEXT, Tokyo (since 2003). Prof. Shapira is an expert on assessing *business and economic development outreach program outcomes* for this program design.

Dr. Rajneesh Narula is John H. Dunning Professor of International Business Regulation and Director of the John H. Dunning Centre for International Business and Strategy (CIBS) at the Reading University Business School, UK. He obtained his BEng (Electrical Engineering, Honors) from Ahmadu Bello University, Zaria Nigeria, his MBA from Rutgers University Graduate School of Management, and his PhD in Management from Rutgers University, USA. Prof. Narula has previously held appointments at the Copenhagen Business School (2002-2004), University of Oslo (1998-2002), BI Norwegian School of Management (2000-2003), and the University of Maastricht (1993-1997). Prof. Narula's research and consulting have focused the internationalization of innovation, R&D alliances, and the role of multinational firms in industrial development. He serves on the editorial boards of the *Journal of International Business Studies*, *Journal of International Management*, and *International Journal of Technological Learning*. He is a consultant for UNCTAD, UNIDO, the European Commission, the Inter-American Development Bank and the OECD. Dr. Narula has agreed to act as external evaluator of the GT CIBER *research program impact* and perform and *a biennial summative assessment*.

Multimethod Evaluation and Process: In accordance with *Performance Measurement Forms* for each the program design's modules, we have designed a program of performance assessment which is reviewed in detailed in *Appendix 4-A*, tracking each element and module in their presentational order. We will additionally build data regarding two *program-wide performance metrics*: (a) international-oriented degree recipients obtaining employment in business-related fields; (b) feedback obtained from the funding agency regarding the success of program modules, following the annual performance report. In Phase VII, we will build on the lessons learned in the previous phase about successful evaluation, including the importance of close coordination with event co-sponsors

For formative evaluation (progress and implementation), for all three silos (education/learning, research, business outreach), objective evaluative methods are built into our evaluative design: course evaluations administered by the Center for Enhancement of Teaching and Learning, program surveys administered on an ad hoc basis by the CIBER Center and participating units, exit surveys administered by the Office of Evaluation, extensive use of the on-line OATS ("on-line assessment tracking system" for all degree programs impacted by CIBER), International Plan host company surveys administered by the Division of Professional Practice; international business questions on MBA student exit surveys; study abroad returnee surveys administered by the Office of International Education; extensive use of the American Council on Teaching of Foreign Languages pre and post learning proficiency testing; evaluative consultations with consortial partners; use of faculty governance committees; evaluative methods collaboration with the university Office of Evaluation, among others. Formative evaluation results will be presented to the Advisory Council and during meetings of the GT CIBER Faculty Working Group. Evaluative components will feed into the required annual IFLE-IRIS and AIBER Outcomes Questionnaire filings. A summary report of these formative evaluation measures will be prepared for the visit of the external evaluator, Dr. Narula.

For summative evaluation, the external evaluator will conduct an annual on-site visit with a follow-up report. CIBER will also prepare annual reports to the Dean and Advisory Council. On-site interviews with key participants and partners will be conducted by the external evaluator, Dr. Narula, including meetings with the two silo formative evaluators, Drs. Gordon and Shapira. Additionally, we will organize two focus groups (research, outreach, and education, in Years II, and IV) drawing participants from the Advisory Council, corporate sponsors, collaborating research and teaching faculty, and administrators. Dr. Gordon and his Office are tasked with organizing these half-day focus groups and prepare summative reports for actionable feedback to the CIBER staff and Advisory Council. Our evaluation also dovetails with the extensive QEP I Global Competence plan assessment for years 14-18 and the setting of benchmarks for the new Quality Enhancement Plan II, focused on service learning and community engagement at the global level, making use also of these additional data as needed by our program design.

VIII. COMPETITIVE PREFERENCE PRIORITY 1: BUSINESS AND PROFESSIONAL COLLABORATIONS

With the aim of expanding employability and employment-related opportunities for our international business track students in the programs of the Scheller College of Business but also of the ELEVEN schools comprising College of Engineering, and the Ivan Allen College's economics, international affairs, and public policy schools, a number of very specific initiatives have been defined throughout the program design and narrative and interspersed through the seven core program elements. We note in particular, that this priority (identified with an asterisk in the Matrix of Program Modules and Statutory Purpose and Requirements inclusive of competitive priorities and also invitational priorities. Program Element I , j; VI, k; VII, a, b, c, e, f, I, j, k, l are designed to provide the necessary channels and resulting opportunities for employment for our graduates. In this regard, we will work closely

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with the GT Center for Career Discovery and Development and our Office of International Education's Global Internships and Work Abroad division to insure that all these connections are fully utilized to result in job placements for our graduates. Similarly, GT CIBER will work closely, providing guidance and contacts, with the relevant Placement Offices of our HBCU-MSI partners in a continuous way over the four year grant period with each of them, a distinguishing feature of our HBCU-MSI-Community College joint consortium with the University of South Carolina.

IX. COMPETITIVE PREFERENCE PRIORITY 2: COMMUNITY COLLEGE AND HBCU/MSI COLLABORATIVE ACTIVITIES

Because of Georgia Tech's tradition of being first in diversity in its degree-seeking programs and its well-established Outreach Initiative for HBCUs-MSIs, created in the early 1970s through articulation agreements, with twenty two HBCUs, we are able to build on this extensive and dynamic network, particularly in the large Southeast region. Our program design and narrative through various elements include numerous initiatives proposing significant and, importantly, sustained collaborative initiatives during the entirety of the project's duration and subsequently through the existing institutionalization within Georgia Tech. Particularly noteworthy is the establishment in working partnership with the University of South Carolina of a Southeast U.S. Consortium for Globalizing Business Education for MBCU/MSI and Community Colleges (Program Element VI, g) but also a project-specific global logistics and trade pilot project with three HBCUs, chosen for their coastal locations and keen interest in strengthening and job opportunities for their graduate in and international business. The following must also be noted as free-standing initiatives meeting this competitive preference: I, b, I; I, d, ii; II, o; III, j, k, l.. We are firmly committed to these relationships, further strengthened by our commitment to global engagement in local communities.

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Appendix 1 A

GT CIBER ADVISORY COUNCIL ELIGIBILITY REQUIREMENTS

A. Establishment of the Advisory Council

      As mandated by the legislation, a distinguished Advisory Council for GT CIBER was originally established in December 1992. Dr. Yves Berthelot, Vice-Provost for International Initiatives will act as Chair of the Council in the coming period. Dr. Berthelot has a wealth of international business education and research expertise as clearly indicated by his resume as attached in the Appendices. Dr. John R. McIntyre, CIBER Executive Director, has the function of convening the Council and insuring that its deliberations are reflected in program delivery. The Council formally meets at least once a year. It has met nineteen times since its establishment. The GT CIBER Working Group for Business Outreach is an emanation of the Advisory Council. This smaller group, whose members also sit on the Council, meets every twelve weeks to plan and implement business outreach programs.

      The GT CIBER Advisory Council has characterized the Center as a high impact activity for the University System of Georgia community and for the State of Georgia because of its far-reaching potential in generating experiences and products it has disseminated and proposes to implement.

B. Membership of the GT CIBER Advisory Council

      The Council Membership as of appears below. All members have agreed to serve during Phase VII (2014-2018).

      (1) Representatives of administrative departments or offices of the University:

Dr. Maryam Alavi, Dean Scheller College of Business, Georgia Institute of Technology (effective July 1, 2014)

Dr. Rafael Bras, Provost and Vice President Academic Affairs, Office of the President,
      Georgia Institute of Technology (Ex Officio)

Dr. Jacqueline Royster, Dean, Ivan Allen College, Georgia Institute of Technology

Mr. Steven Fleming Vice Provost for Economic Development and Technology Ventures and Director, Enterprise Innovation Institute

Mr. Alain Louchez, Managing Director, Georgia Tech Center of Development and Application of Internet of Things

      (2) Faculty representatives of the Scheller College of Business:

Dr. Soumen Ghosh, Professor of Operations Management

Dr. Naresh Malhotra, Emeritus Regents Professor

Dr. Sridhar Narasimhan, Senior Associate Dean

Dr. Steven Salbu, Director, Cecil B. Day Program in Business Ethics

Dr. Han Zhang, Rhett Associate Professor of Information Technology Management

Prof. Seletha Butler, Assistant Professor of Business Law and Ethics

(3) Faculty representatives of international studies or foreign language schools or departments:

Dr. Joseph Bankoff, Professor and Chair, Sam Nunn School of International Affairs

Dr. David Shook, Professor and Acting Chair, School of Modern Languages

Dr. Brian Woodall, Professor, The Sam Nunn School of International Affairs

(4) Faculty representatives from other professional schools or departments:

Dr. Yves Berthelot, Vice-Provost for International Initiatives

Dr. Paul M. A. Baker, Chair at the Center for Advanced Communications Policy

Ms. Holly Grell-Lawe, Principal Research Associate, Enterprise Innovation Institute

Ms. Amy Henry, Director, Office of International Education

Dr. David Laband, Chair and Professor, School of Economics

Dr. John Vande Vate, Professor, School of Industrial Systems and Engineering; Director, Executive Masters in International Logistics (EMIL) Program

(5) Representatives of local or regional business or firms:

Mr. Patricio Gutierrez, Strategy and Business Solutions, The Coca-Cola Company

Mr. Philippe Grosbois, Vice President, Emerging Markets, UPS

Mr. Sebastien Lafon, CFO Merial

Mr. Mack Reese, Trustee, Gateway Development Services

(6) A representative appointed by the Governor of Georgia whose responsibilities include state-sponsored trade-related activities or programs:

Ms. Kathe Falls, Division Director International Trade, Georgia Department of Economic Development (appointed by Gov. Nathan Deal, Governor of Georgia)

(7) Other members the institution of higher education deems appropriate:

Mr. Ani Agnihotri, Director, US-India Business Research Council

Dr. Benjamin C. Bao, Strayer University

Dr. Thomas J. Cunningham, Vice President, Research, Federal Reserve

Dr. Lalit Dhingra, President, NIIT Technologies

Mr. Kazuyoshi Domoto, Executive Director, The Japan Society of Georgia, Inc., Atlanta

Ms. Louise Fortin, Manager, Quebec Trade Office

Mr. Jonathan Giuliano, Managing Director   Palmer Bryan LLC

Mr. Ricardo Hubler, International Business Development Manager, Metro Atlanta Chamber of Commerce

Mr. Yosef Kedebe, Managing Director BTG Group LTC

Mr. Alain Louchez, Vice President of Strategic Management, Numerex Corporation

Ms. Barbara Rose, President and Sr. Partner, New Generation Partners, Inc.

Mr. Keiichi Kimura, Executive Director, The Japan External Trade Organization, Atlanta Office

Dr. Walter Thomas, Program Director, Apparel and Textile and Engineering, Southern Polytechnic University

Mr. Thomas Strauss, Director, U.S. Southeast Export Assistance Center

Mr. Robert West, Esq., Shareholder, Greenberg Traurig LLP

Ms. Lani Wong, President, National Association of Chinese Americans

(8) Representative of a local community college:

Mr. Douglas McElhaney, Instructor, Chattahoochee Technical College

C. Planning Regarding the Scope of Activities and Design of Programs

The Advisory Council fulfills the following functions: to provide critical comment and input on the CIBER educational, research and business outreach activities, to review new curriculum proposals and course content and develop international internships, to assist in defining, marketing outreach seminars, and collecting and transferring information on new technologies and export opportunities.

Discussions with our external reviewers and consultants and their written recommendations have been instrumental in deliberations for the Center's future work agenda.

D. GT CIBER Phase VII's Guiding Principles

In accord with the GT Advisory Council, the GT CIBER Core Faculty, and in consultation with the Deans of the Scheller College of Business, Ivan Allen College, and College of Engineering, we have identified the guiding principles used in crafting the Phase VII objectives, program modules, and elements. They are presented below and guide the proposal which follows.

1. *Capitalize on the unique strengths and core competencies of Georgia Tech as a leading technological university in innovation and sustainability*. Georgia Tech is a research institution with a distinguished heritage of international activities relating to science, engineering, and management. With presences in Europe through the GT

Lorraine, Campus, as well as programs in Singapore, Shenzhen, Beijing, Panama and Costa Rica, Georgia Tech has firmly anchored its international orientation. It is natural for GT CIBER to look to this foundation of resources, experiences, and core competences.

2. ***Serve as a national pedagogical model of internationalization for business schools embedded in technology-oriented universities***. Building on the achievements of the past six CIBER cycles in internationalizing main line management disciplines and allied fields, GT CIBER will institutionalize international dimensions through carefully selected initiatives which combine management/economics with engineering in achieving globally oriented curricula in undergraduate, graduate, and executive education and greater curricular synergies with modern languages and international relations..

3. ***Align CIBER's research priorities with the strategic plan and objectives of the Institute-wide Quality Enhancement Plan.*** CIBER is pursuing excellence in defined areas further to the Georgia Tech Institute-Wide Quality Enhancement Plan and a faculty task force: management of technology and innovation, high tech entrepreneurship, international finance, and e-business. CIBER will pursue the research and curricular intersects between these areas and international business issues so as to deepen resulting relevant knowledge.

4. ***Leverage the extensive network of international business assets and connections in the Metropolitan Atlanta region.*** This will allow us to continue organizing outreach programs responsive to the specific needs of a metro-region with over 5 million residents as well as to the Title VI Congressional mandates. Our Advisory Council reaches across this extended community and links us effectively. We will aggressively pursue our close collaborative ventures with local economic development and trade promotion agencies to enhance global awareness and the export performance of Georgia and Southeastern firms.

5***. Devise broad-spectrum and innovative internationalization strategies through multidisciplinary programs, units, and research centers.*.* We will strengthen our multidisciplinary bridges between the CoB, its sister college, the Ivan Allen College (which includes international affairs, modern languages, public policy, history, economics, among others), and the College of Engineering so to optimize international resource utilization between these three Colleges. Relatedly, CIBER will work closely with a number of research Centers whose objectives overlap the CIBER mandate, such as the European Union Center, the Center for International Strategy, Policy, and Technology. CIBER Phase VII builds bridges to an expanded range of units within the Georgia Tech family. This will facilitate the definition of a faculty-driven agenda targeted singularly at the factors underlying global competitiveness of U.S. technology-intensive industries incorporating the full spectrum of Georgia Tech's schools and disciplines.

6***. Ensure greater infusion of business languages and global competence into global sustainability-related studies***. We will intensify our efforts to ensure that all students, particularly in business and engineering, have an opportunity to acquire global competence. Special attention will be given to prepare students to pursue international careers by enhancing managerial, linguistic and cultural skills.

7. ***Provide greater opportunities for students to gain international knowledge and experience.*** Working closely with the new Office of International Education, we will continue our efforts to enhance learning, both in and

out of the classroom. New professional development opportunities must be created by sponsoring student-led workshops and seminars on international issues, internships with companies, maximizing contact between international and U.S. students, mentoring by executives and overseas study. We will use existing overseas exchange relationships to support our educational, research, and outreach undertakings, using our European exchange relationships as a model. Appositely, we will expand our knowledge transfer and tailor creative intervention programs for secondary school systems and community colleges in our region with specific globalization learning requirements, working consortially and singly, as the case arises.

8. ***Assist faculty in building synergies between teaching, research, and other professional work with an international or comparative scope through goal-oriented consortia.*** Faculty development in international business through study tours, faculty travel, seminars, development of teaching materials, among others, to cause a basic shift in the way the professional agenda is addressed by faculty and administrators. Consortial approaches with other CIBER Centers--so as to optimize resource utilization and minimize duplication--will be given special attention to achieve synergies among larger number of faculty.

9. ***Continue designing initiatives that are relevant and responsive to the regional business community's economic development needs.*** GT CIBER has demonstrated excellence in the area of training globally competent managers and providing U.S. companies with the knowledge and skills necessary in an increasingly complex and competitive marketplace. New efforts will be predicated on benchmarking best practices in global industries, greater dissemination of expertise through computer software, and publications for managers. We will create and disseminate expert strategic information about global technology threats, opportunities, and international quality and standards focused on defined industry sectors geographic areas, critical to Georgia's economy, and in which Georgia Tech has "world class" expertise and core competences.

10***. Stress programs whose delivery is "portable" and which have a lasting impact***. Activities that maximize national and regional impact. We will continue exploring new information technologies for delivering instructional programs using multimedia, Internet, distance learning, and social networking technologies.

11. ***Conceive, develop, and implement activities that are self-sustaining***. A key role of a CIBER is to lead new catalyst initiatives which then become successfully institutionalized. The intent is to generate enough "buy-in" momentum by the key university constituencies.

12. ***Supplement federal funds with substantial private sector and university funds for enhanced flexibility.*** Over the past twenty-one years, GT CIBER has successfully secured private funds to sponsor new CIBER activities. The continuing institutional support from the Scheller College of Business College in staff and new infrastructure guarantees that federal funds are primarily utilized to launch new initiatives. GT CIBER is structuring several of its new Phase VII initiatives so to dovetail and capitalize on foundation support and grants accruing to allied programs and Centers (e.g., NSF, Kauffman Foundation, private donors).

CIBE Assurance Form

INSTRUCTIONS: Applicants are required to provide the following assurance. This assurance form must be signed by the authorized representatives of the applicant. Upload this form as item #2 in the Other Narrative Attachment Form section of the e-application.
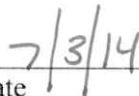
The applicant hereby assures and certifies that:

1. In addition to conducting the extensive planning activities required under the eligibility section of the statute, the Center Advisory Council shall meet not less than once a year after the establishment of the Center to assess and advise on the programs and activities conducted by the Center;

2. There shall be ongoing collaboration in the establishment and operation of the Center by faculty of the business, management, foreign language, international studies and other professional schools or departments, as appropriate;

3. The education and training programs of the Center will be open to students concentrating in each of these respective areas, as appropriate, and that diverse perspectives will be made available to students in these programs.

4. The applicant will use the assistance provided under this program to supplement and not to supplant activities already being conducted by the applicant.

Laura Letbetter, Contracting Officer, Georgia Institute of Technology/GIT
_____
Name and Title of Authorized Representative

Laura Letbetter
Signature

_7/3/14_
Date

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Appendix 2-C

Letters of Support

- US Senate – Saxby Chambliss, Johnny Isakson
- US House of Representatives – John Lewis, Sanford Bishop, Hank Johnson, Rob Woodall, Austin Scott, Doug Collins, Paul Broun, Phil Gingrey, John Barrow, David Scott
- Georgia Governor – Nathan Deal
- Atlanta Mayor – Kasim Reed
- Georgia Tech President – G.P. "Bud" Peterson
- Georgia Tech Vice Provost for International Initiatives – Yves Berthelot
- Kennesaw State University Vice Provost for Global Affairs & Chief International Officer – Lance Askildson

United States Senate
WASHINGTON, DC 20510

June 23, 2014

Dr. Timothy Duvall
Program Officer
International and Foreign Language Education
Centers for International Business Education
U.S. Department of Education
1990 K Street, N.W., 6th Floor
Washington, D.C. 20006-8521

RE: CFDA 84.220

Dear Dr. Duvall:

We are writing regarding the Georgia Institute of Technology and its application for the Centers for International Business Education grant program administered by the U.S. Department of Education.

The Georgia Institute of Technology is applying for a renewal grant to continue operating a Center for International Business Education and Research. Using this funding, the Georgia Institute of Technology seeks to help ensure Georgia's long-term economic competitiveness through support for exports from small and medium-sized enterprises, renewed partnerships with Historically Black Colleges and Universities and community colleges, and a focus on creating real-world experiential global learning for students.

In respect for your established policies and procedures, we request that you give the Georgia Institute of Technology your consideration for this grant. We would appreciate you keeping our offices informed of the progress of this application and any grants awarded under this funding title. If we can be of further assistance, please do not hesitate to contact us.

Sincerely,

Saxby Chambliss

Johnny Isakson

JOHN LEWIS
5TH DISTRICT, GEORGIA

SENIOR CHIEF DEPUTY
DEMOCRATIC WHIP

COMMITTEE ON
WAYS AND MEANS

CHAIRMAN,
OVERSIGHT SUBCOMMITTEE

INCOME SECURITY
AND FAMILY SUPPORT

WASHINGTON OFFICE:
343 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-1005
(202) 225-3801
FAX: (202) 225-0351

DISTRICT OFFICE:
THE EQUITABLE BUILDING
100 PEACHTREE STREET, N.W.
SUITE # 1920
ATLANTA, GA 30303
(404) 659-0116
FAX: (404) 331-0947

Congress of the United States
House of Representatives
Washington, DC 20515-1005

June 17, 2014

Dr. Timothy Duvall, Ph.D.
Program Officer
International and Foreign Language Education
Centers for International Business Education
U.S. Department of Education
1990 K Street, NW, 6th floor
Washington, DC 20006-8521

Dear Dr. Duvall:

We write to express our strong support of Georgia Institute of Technology's application for a Center for International Business Education Program (CIBE) grant under the Higher Education Act of 1965, Title VI, Section 612.

In recent years, our state's population has grown from six to nine million residents. As a result, Georgia's economy has more than doubled. We are fully committed to ensuring that our constituents are competitive job-creators and players in the international business marketplace. Georgia Institute of Technology's (Georgia Tech) innovative CIBER Center is the perfect model to support federal priorities to maintain and secure our nation's global business and trade leadership.

The CIBER Center helps ensure Georgia's and the nation's long-term economic competitiveness. It enables a broad coalition of Georgia colleges and universities—including community colleges, Historically Black Colleges and Universities, and minority serving institutions—to offer key business education programs, which feature a global focus. These programs prepare future leaders so they can competently understand and compete in the global marketplace. The Center supports cutting-edge research in international business, and encourages faculty to develop new schools of thought and be leaders in the global economy.
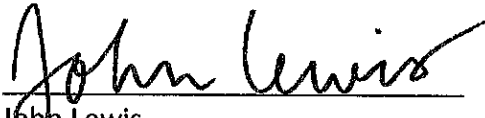
The CIBER Center fosters productive relationships with local businesses, trade and business associations, and state and federal trade and economic development agencies. Advice and experiences shared via these networks encourage and guide Georgia's small and medium-sized businesses so they can increase exports and improve their agility, better meeting the demands of the global economy.

Congress of the United States
Washington, DC 20515
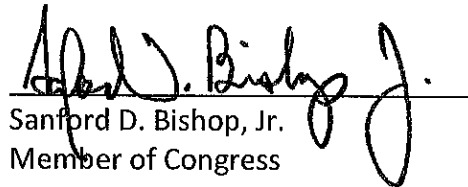
In conclusion, Georgia Tech's CIBER Center provides vital services and programs, which benefit Georgia, the southeast region, and the nation. Under Georgia Tech's tutelage, this Center has yielded tremendous advances that should not only continue, but also be upheld as a national model of connectivity and innovation for our shared, economic future.

As always, we greatly appreciate your consideration of our views on this important issue.

Sincerely,

John Lewis
Member of Congress

Jack Kingston
Member of Congress

Sanford D. Bishop, Jr.
Member of Congress
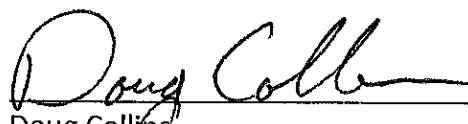
Lynn Westmoreland
Member of Congress
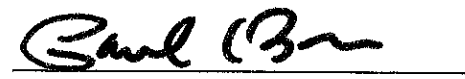
Henry C. "Hank" Johnson
Member of Congress

Tom Price
Member of Congress
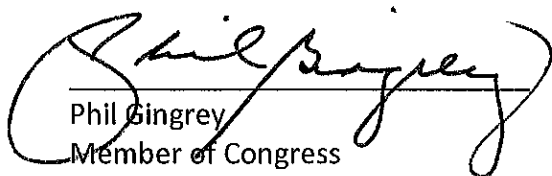
Rob Woodall
Member of Congress

Austin Scott
Member of Congress
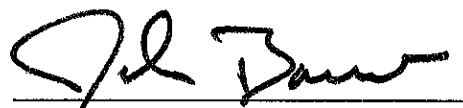
Doug Collins
Member of Congress

Paul Broun
Member of Congress
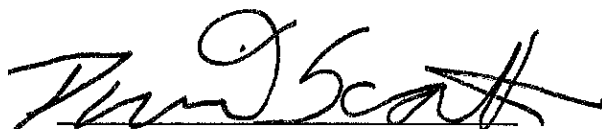
Congress of the United States
Washington, DC 20515

Phil Gingrey
Member of Congress

John Barrow
Member of Congress

David Scott
Member of Congress

Tom Graves
Member of Congress

STATE OF GEORGIA
OFFICE OF THE GOVERNOR
ATLANTA 30334-0900

Nathan Deal
GOVERNOR

May 15, 2014

Ms. Kathe Falls
Division Director, International Trade
Georgia Department of Economic Development
75 Fifth Street
Atlanta, GA 30308

Dear Ms. Falls,

This letter is to confirm your appointment as my representative to the Georgia Institute of Technology Center for International Business, Education, and Research (GT-CIBER) Advisory Council.

Centers of International Business, Education, and Research are important in helping to keep Georgia globally competitive. They help the business and academic communities develop networks and programs to accelerate their success in the global marketplace.

I support Georgia Institute of Technology in its renewal application for federal support to be designated as a national resource center in international business. The state of Georgia has truly benefitted from the presence of CIBER, and this is an exciting opportunity to continue supporting CIBER's initiatives and outreach programs.

Your credentials in international trade and investment are ideal for this appointment, and I am confident that your knowledge and experience in these areas will prove invaluable.

I appreciate you volunteering your time and look forward to the opportunities that lay ahead.

Sincerely,

Nathan Deal

Nathan Deal

CITY OF ATLANTA

KASIM REED
MAYOR

55 TRINITY AVENUE, S.W ·
ATLANTA, GEORGIA 30303-0300
TEL (404) 330-6100

June 11, 2014

Dr. Timothy Duvall
Program Officer
International and Foreign Language Education
Centers for International Business Education
U.S. Department of Education
1990 K Street, NW, 6th floor
Washington, DC 20006-8521

Dr. Duvall:

As Mayor of the City of Atlanta, I am writing to express my support for the Georgia Institute of Technology's CIBER Program in existence since 1993, and its application for the next funding cycle. Located in the heart of Atlanta's thriving startup companies and technology incubators, the CIBER Program works to expand on the Georgia Institute of Technology's global strengths and competencies.

The Georgia Tech CIBER Center benefits the City of Atlanta and the region tremendously by initiating and developing a range of programs to support sustainable and diverse global growth. In addition to strengthening international business education at the higher education level in the city, Georgia Tech CIBER also guides small and medium-sized enterprises, particularly those owned by and operating in underserved communities. The support that Georgia Tech CIBER has given over the years to Historically Black Colleges and Universities, as well as community and technical colleges, ensures that everyone benefits from embracing Atlanta's increasing presence on the global stage.

I have been directly involved in many Georgia Tech CIBER programs, as a speaker and supporter. I wholeheartedly support their application for four more years of funding, and I very much look forward to the innovative and inclusive programs they will be carrying out in their new grant cycle as our city continues its journey towards global prominence.

Sincerely,

Kasim Reed

June 10, 2014

Dr. Timothy Duvall
Program Officer
International and Foreign Language Education
Centers for International Business Education
U.S. Department of Education
1990 K Street, NW, 6th floor
Washington, DC 20006-8521

Dear Dr. Duvall:

The Georgia Tech Center for International Business Education and Research has been serving a key role at Georgia Tech since its creation in 1993. It has helped to internationalize our curricula, promoted overseas program development, and contributed to the overall internationalization of the Institute. It promotes a multidisciplinary business-focused research agenda which seeks to understand innovation and global competitiveness.

While our current century is only 14 years old, it is already clear that technology and innovation will be as important in the 21st century as it was in the 20th century. We are rapidly moving from an era of American dominance to a multipolar world, both diplomatically and economically. Countries both large and small benefit from the historically unique conditions in which we live that are lowering global barriers to competition.

Georgia Tech recognizes these changes and embraces the challenges of competing on the global stage. We must be on the forefront of contributions to science and technology, but we must also maintain a global focus and willingness to address the issues of a rapidly changing world. Georgia Tech is committed to preparing itself for this new reality and ensuring its graduates are prepared as well.

The Georgia Tech Center for International Business Education and Research has been an invaluable asset in helping Georgia Tech reach its goal of leading in the new world economy. The vision for our Institute states, "Invoking Georgia Tech's motto of Progress and Service", we embrace the task of guiding the way the world changes for all our constituents. As leaders, designers, and innovators, our role is not only to solve problems, but also to shape our world." GT CIBER contributes tremendously to the realization of this vision. It has served as a catalyst for change and progress in the Institute. I am pleased to offer my strongest support for the application, and offer my sincere hope that they will be allowed to continue in their role as an integral part of Georgia Tech's mission of producing global business leaders.

Sincerely,

G. P. "Bud" Peterson
President

Yves H. Berthelot, Ph.D.
Vice Provost for International Initiatives
And Steven A. Denning Chair in Global Engagement

June 26, 2014

Dr. Timothy Duval
Program Officer
International and Foreign Language Education
Centers for International Business Education
U.S. Department of Education
1990 K Street, NW, 6th floor
Washington, DC 20006-8521

Dear Dr. Duval,

The Georgia Tech Center for International Business Education and Research (GT-CIBER), a national center of excellence, is an organic part of the globalization strategy of the Georgia Institute of Technology and the global campus model we have deployed in the past few years.

Georgia Tech has a long history of preparing its students to become leaders in international business; it also has placed global entrepreneurship education at the heart of its concerns in insuring the continued international competitiveness of the U.S. economy in cutting-edge innovation-driven technologies which define the new founts of comparative advantage across nations. One of the cornerstones of our current effort is the Center for International Business Education and Research (CIBER), located in our nationally ranked Scheller College of Business. I write to you today in support of this grant renewal application.

As chair of the GT CIBER Advisory Council, I have been extremely impressed by the successful strategy of the Center to craft a program design for its application that is responsive to the global positioning and strategic plan of the Georgia Institute of Technology as well as the growing clusters of technology firms with significant international potential located in close vicinity of our Atlanta campus and also of its affiliates in the region. The volume of activity of the Center has been impressive with measurable on the local business community.

Georgia Tech has long been committed to insuring diversity in its faculty and student body and in working hand with underrepresented communities to insure their full participation in the Georgia Tech vision and future. This application is fully aligned to this set of priorities.

The emphasis that this application places on the central themes of the Georgia Tech's current Quality Enhancement Plan (QEP) in global sustainability, social responsibility, and technology innovation to solve humanity's defining issues as well as the central place built in the program design of working hand in hand with our various local constituencies in promoting global engagement speak to the dedication and motivation of our applicant colleagues.

Office of the Vice Provost for International Initiatives • Atlanta, GA 30332-0740, U. S. A. • Phone: 404.894.7477 • Fax: 404.385.6690
A Unit of the University System of Georgia / An Equal Education and Employment Opportunity Institution

PR/Award # P220A140032

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The Office of the Vice Provost for International Initiatives strongly supports this application for federal funding for a national center for international business education under Title VI of the Higher Education Act of 1965, as amended.

Sincerely,

Yves H. Berthelot, Ph.D.
Vice Provost for International Initiatives and
Steven A. Denning Chair in Global Engagement

Office of the Vice Provost for International Initiatives • Atlanta, GA 30332-0740, U. S. A. • Phone: 404.894.7477 • Fax: 404.385.6690
A Unit of the University System of Georgia / An Equal Education and Employment Opportunity Institution

PR/Award # P220A140032

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Dr. Timothy Duvall
Program Officer
International and Foreign Language Education
Centers for International Business Education
U.S. Department of Education
1990 K Street, NW, 6th floor
Washington, DC 20006-8521

June 16, 2015

Dear Dr. Duvall:

I have recently been informed that Georgia Tech is submitting an application for a Center for International Business Education and Research, as funded by the US Department of Education. As Vice Provost for Global Affairs at a fast growing urban university in the State of Georgia University System and one that puts a high premium on globalization of curricula to benefit our fast-growing student body (we are now at 23,000), I would like to add the support of Kennesaw State University's Division of Global Affairs, leading all campus efforts in this regard, to this application which seeks to leverage a state-wide momentum in Georgia towards greater globalization impacting communities and future generations of our graduates. GT CIBER will be working closely on various dimensions with our Division of Global Affairs (which includes, inter alia, a Confucius Center), our KSU business school and our India China America Institute initiatives.

GT CIBER is a valuable resource for businesses, students and educators in Georgia and the Atlanta area. The center hosts programs, workshops and conferences aimed at improving competitiveness of our businesses and products in the world's markets. I understand that the grant would allow the GT CIBER Center to continue and expand its work in this regard.

We look forward to a fruitful collaboration benefiting all of our constituencies in the state of Georgia.

Sincerely,

Lance R. Askildson, Ph.D.
Vice-Provost for Global Affairs & Chief International Officer
Executive Director of the Institute for Global Initiatives & Division of Global Affairs
Associate Professor of English Language & Linguistics
Kennesaw State University
Email: Askildson@kennesaw.edu
678.797.2569 (office); 770.499.3430 (fax)

Appendix 3-A Comprehensive List of Georgia Tech International Partnerships

Argentina
  Argentina - ITBA Buenos Aires Eng
  Argentina - UCA Buenos Aires
Australia
  Australia - University of Queensland
  Australia - UNSW Sydney
Botswana
  Botswana- UB Gaborone
Brazil
  Argentina/Brazil Summer Program
  Brazil - FGV Sao Paulo Business
Canada
  Canada - Laval
Chile
  Chile - PUC Santiago
  Chile - UdeC Concepcion
China
  Beijing/Singapore Summer Program
  China (Mainland) - GE3-UM-SJTU Shanghai
  China (Mainland) - Renmin Beijing
  China (Mainland) - SJTU Shanghai
  China (Mainland) - Tongji Shanghai
  China (Mainland) - Tsinghua Beijing
  Hong Kong - CUHK
  Hong Kong - HKPU
  Hong Kong - HKUST
Czech Republic
  Masaryk University
Denmark
  Denmark - GE3-DTU Copenhagen
  Denmark – ITU Copenhagen
  Denmark - Copenhagen Business School
Egypt
  Egypt - AUC Cairo
  Egypt - Cairo University
France
  France - INSA Lyon
  France - ISAE Toulouse Summer AE
  France - Sciences-Po Paris
  France – Centrale Paris
  France – École Polytechnique
  France – ENSEA ECE
  France – GE3-UTT Troyes
  France – ISAE Toulouse AE
  France – La Villette Paris Arch
  France – UTC Compiegne

France - Grenoble Ecole de Management
France - ICN Nancy
France - CERAM Sophia Antipolis
France - EM-Lyon
France - France Business School
France - Reims Management School
Germany
  Germany - BTU Cottbus Arch
  Germany - Duisburg Essen
  Germany - LMU Munich
  Germany - RWTH Aachen
  Germany - Stuttgart
  Germany - TU Munich
  Germany - WHU Koblenz
Hungary
  Hungary – BSM Budapest
India
  India - IIM Lucknow
  India - IIM Ahmedabad
  India - IIM Bangalore
  India - IIT Hyderabad
  India - IIT Kharagpur
  India - IIT Gandhinagar
  India - IIT Delhi
  India - IIT Kanpur
  India - University of Delhi
Indonesia
  Indonesia - GE3-IT Bandung
  Indonesia - Binus University
  Indonesia - Atma Jaya University
Ireland
  Ireland – Limerick
  Ireland – UC Dublin
Italy
  Italy – Bocconi Milano Business
  Italy – Politecnico di Milano
Japan
  Japan - Fukuoka ModLangs
  Japan - GE3-Tohoku
  Japan - Obirin University
  Japan - Rikkyo Tokyo Business
  Japan - Ritsumeikan APU Beppu
  Japan - Tokyo Tech
  Japan - Waseda Tokyo
Malaysia
  Malaysia - GE3-UTP Perak
Mexico

Mexico - Monterrey Tec
Mexico - UNAM Mexico City
Mexico - Universidad Anahuac del Sur
Morocco
Morocco - Rabat International University
Netherlands
Netherlands - University of Eindhoven
Netherlands - GE3 TU Delft
New Zealand
New Zealand - VUW Wellington
Nigeria
Nigeria - Lagos Business School
Nigeria - University of Lagos
Russia
Russia - SPbSTU St. Petersburg
Russia – ANE Moscow
Senegal
Senegal - West African Research Center
Singapore
Singapore - Nanyang Technological University
Singapore - National University of Singapore
Singapore - Singapore Management University
South Africa
South Africa - University of Kwazulu-Natal
South Africa - Cape Town Service Learning
South Africa- UCT Cape Town
South Africa - Nelson Mandela University
South Korea (Republic of Korea)
South Korea - KAIST Daejeon
South Korea - KUBS Seoul Business
South Korea - SNU Seoul
South Korea - Ulsan
South Korea - Yonsei Seoul
Spain
Spain - CLM Modlangs
Spain - UGR Granada
Spain - UPC Barcelona Arch
Spain - UPV Valencia
Spanish LBAT - Spain
Sweden
Sweden – Blekinge Karlskrona
Sweden – Chalmers
Sweden – Lund
Switzerland
Switzerland - EPFL Lausanne
Taiwan
Taiwan - NTHU

Turkey
  Turkey - Bilkent Ankara
  Turkey - Bogazici Istanbul
United Arab Emirates
  United Arab Emirates - AUD Dubai
  United Arab Emirates - Khalifa University
United Kingdom
  England - Henley Business School, University of Reading
  England - Cranfield University
  England - Imperial London
  England - Leeds
  England - LSE London
  England - Queen Mary
  England - Sheffield
  England - Sussex
  England -UCL London
  England - Oxford Summer Program
  Scotland – Strathclyde

Appendix 3-B: Extra-University Community Linkages
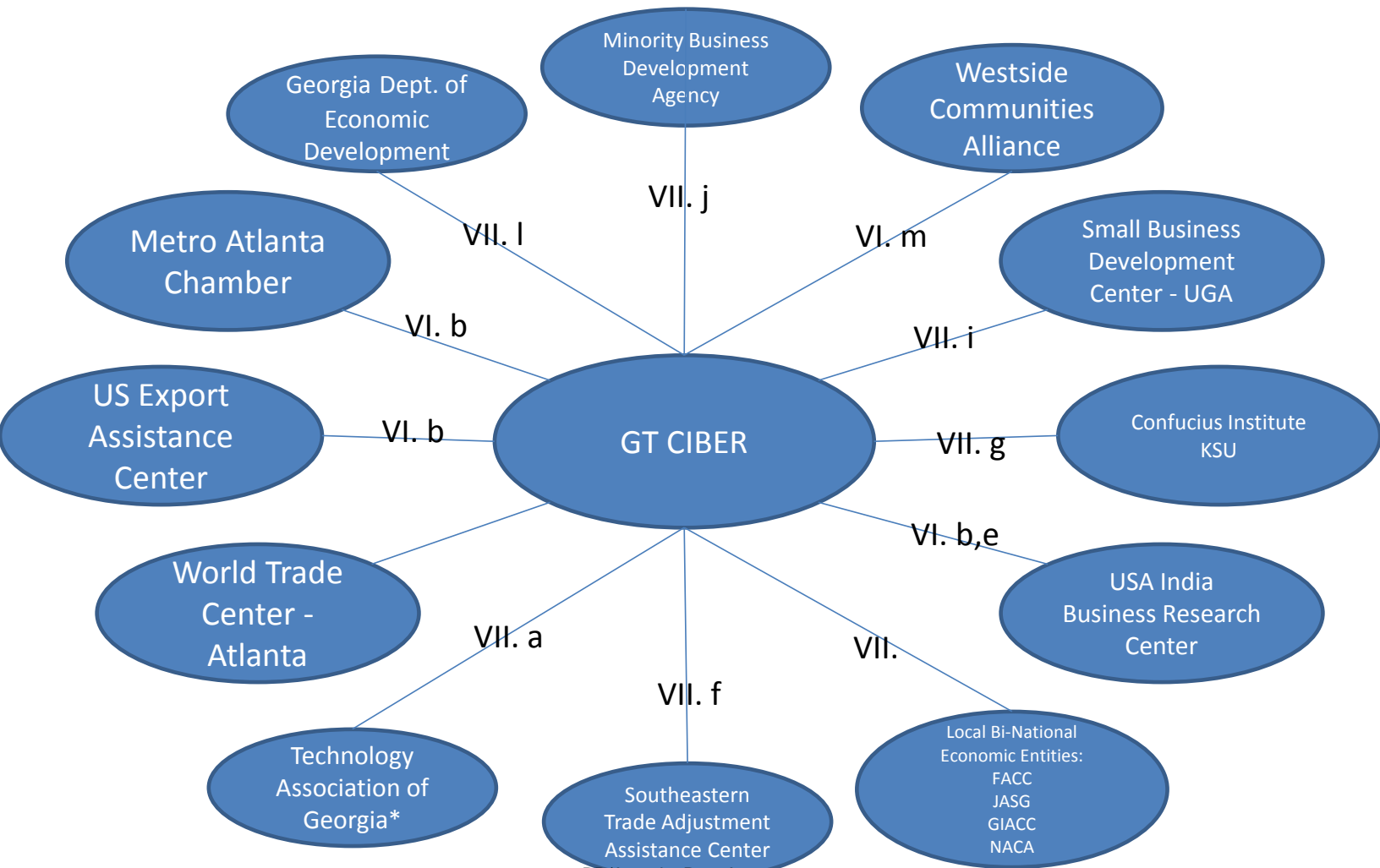
Minority Business Development Agency

Georgia Dept. of Economic Development

Westside Communities Alliance

Small Business Development Center - UGA

Metro Atlanta Chamber

VII. l

VII. j

VI. m

VI. b

US Export Assistance Center

VI. b

GT CIBER

VII. i

VII. g

Confucius Institute KSU

VI. b,e

USA India Business Research Center

World Trade Center - Atlanta

VII. a

VII. f

VII.

Local Bi-National Economic Entities:
FACC
JASG
GIACC
NACA

Technology Association of Georgia*

Southeastern Trade Adjustment Assistance Center

Appendix 3-C Intra-University Linkages

EI² Branch Offices
- Northwest
- Northeast
- North Metro
- South Metro
- Augusta
- West
- Central
- Coastal
- South

Center for European and Transatlantic Studies & Jean Monnet Center

Center for Business Strategies for Sustainability

Information Security Center

Cecil Day Ethics Program

CISTP

Enterprise Innovation Institute (EI²)*

Center for Quality Growth and Regional Development

GT CIBER

MARC

Supply Chain & Logistics Institute

TI:GER

Center for Business Analytics

Venture Lab

ATDC

TPAC

IV. a(iii)

II - i, l
IV – b, f

IV. l

II. h   IV. a(iii)
III. k

II - i, l
IV – b, f

VII. e

II – l
IV - b,f, j

II – l
IV - b,f, j

II - i, l
IV - b,f
V - g

II - l
IV - b, f, i, k, l, p

II - l
IV - b, f, i, k, l, p

II - l
IV- b,f, i,

II - a, i, l
IV - b, f

II - a, i, l
IV - b, f

Legend
TPAC: Technology Policy and Assessment Center **| TI:GER:** Technology & Innovation: Generating Economic Results Program**| GTISC:** Georgia Tech Information Security Center**| CISTP:** Center for International Strategy, Technology, and Policy **| MARC** – Manufacturing Research Center | **ATDC** – Advanced Technology Development Center | *Enterprise Innovation Institute (EI²) has 9 Regional Offices State Wide

Appendix 3-D Georgia Tech International Branch Campuses

Shenzhen Georgia Tech China Platform
I. f
III. b,e

Singapore
III. f
V. f

Beijing
II. a

Panama
I. f
III. h

GT Lorraine European Extension Campus
I. f
III. b,e
IV. h

V. a,e
VI. c
Vii. m

GT CIBER

Morocco
III. b, l (iii)

Lafayette Institute
VI. c,f
VII. m

Costa Rica
I. f
III. h, l(ii)

Mexico
I. b

http://www.global.gatech.edu/sites/

Exhibit 8

Appendix 2-H, Responsibilities Matrix by Program Module	Primary Responsibility	Joint Responsibility	Su
I. Anchoring the Role of Applied Language and Intercultural Studies in a Globally-focused Technology University			
a) Establishment of an M.S. in Applied Language & Intercultural Studies	Dr Shook, Chair, ModLangs	Faculty team	Ivan A
b) LBAT Summer Immersion program	Modern Languages faculty		
i) Faculty Training Program - HBCU/MSI/Comm. College Shadowing	Modern Languages faculty	HBCU/MSI language depts	GT C
ii) Train to build sustainability framework into LBAT Summer Immersion Programs	Modern Languages faculty	Prof. Kelly Comfort	GT C
c) GIFT Collaborative In-Service Teacher Workshops in Summer Program	Modern Languages faculty	CEISMC Center @ GT	Ga In Teach
d) Promote "Language Proficiency Designation" through the use of MOOCs	Modern Languages faculty	College of Computing	GT C
i) for GT Students Enrolled in International Plan Program	Modern Languages faculty	Office of Internatioanl Educ.	GT C
ii) * Creation of Lang. Learning MOOCs and Online Course Dev. in Germ, Kor, Arab w/ Morehouse	Modern Languages faculty	GT CIBER and Comouting Coll.	Globa
e) Languages Across the Curriculum – Chinese, Korean, Russian, Japanese	Modern Languages faculty	GT faculty at large	GT C
f) Promote Language Teaching at GT Global Campus Locations (see chart)	Office of the Vice Provost for Intl	Modern Languages faculty	GT C
g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages	Modern Languages faculty	Prof. Kelly Comfort	QEP
h) Georgia Tech International House & Living/Learning Community Exp. – Global Inq. Program	Profs. K. Comfort and K. Bowman	Modern Languages faculty	Sam
i) Create National Web-based Manual on Service Learning in Lang and Cult	Profs. K Comfort & V. Galloway	Modern Languages faculty	Ivan A
j) Build-in Service Learning in Major Language Courses (QEP University-wide Initiative)	Modern Languages faculty	QEP campus wide initiative	Ivan A
k) Continue building legacy languages – Korean, Farsi, Portuguese, Chinese	Modern Languages faculty	Ivan Allen College	
l) *Summer Language Immersion Camp with Morehouse and Georgia Perimeter College	Modern Languages faculty	HBCU/MSI language depts	
m) CIBER Business Language consortium membership	GT CIBER	Modern Languages faculty	
n) Development of Mobile Apps for Language Learning	Modern Languages faculty	College of Computing	
o) Expand the use of ACTFL Proficiency Test to Overseas & Branch Campuses	Modern Languages faculty		
II. Promoting International Specializations in Academic Offerings: From Breadth to Depth			
a) Certificate of Global Leadership with Beijing U of Post & Telecoms – EMBA – MOT & Glob Bus	Scheller College of Business	SCOB Exec. Ed. Office	
b) Support International Business case development with Mod Lang, Econ, and INTA	All units concerns	GT CIBER .	
c) IB research opportunities under the Undergraduate Research Opportunities Program (UROP)	UROP Office, SCOB	GT CIBER	
d) Curricular Awards (Online modalities; branch campus new courses; interdisciplinary approaches)	GT CIBER		
e) Enhancing the Capstone Experience of the GT-wide International Plan	Office of International Education	GT CIBER	
f) Develop African Affairs Regional Studies Certificate	Sam Nunn School of Intl Affairs	Ivan Allen College	GT C
g) Develop GT-Wide Undergrad Certificate in Global Development with Coll of Engineering	College of Engineering	Sam Nunn School of Intl Affairs	Ivan A
h) Cecil B. Day Program for Business Ethics – Collaborate on Biennial Global Governance Workshop	Scheller College of Business	Cecil Day Program	GT C
i) Infuse Global Dimensions in Institute-wide Leadership Minor (Work with International Affairs)	ILE Institute, Internaitonal Affairs	GT Division of Student Affairs	
j) Infuse Global Content in new MS in Business Analytics ; Joint Degree Program with Tsinghua U	SCOB,	GTCenter for Business Analytics	
k) Offer Global Option for "X Degree" (Customized)	Office of the VP for Undergraduate Studies	Prof. Richard Barke, Public Policy	
l) Apply Problem-Based Learning (agora.gatech.edu) to Complex IB Problems in Ethics and Sustain	SCOB; Prof. M. Hoffman, Public Pol.		
m) Incentivize Creation of IB Special Topic Course in Undergraduate Honors Program	SCOB Undergraduate Assoc. Dean	GT Honors Program	
n) Create Georgia-wide International Business Course Information Clearinghouse	GT CIBER		
o) *Leverage the Georgia Tech-HBCU Consortium to Provide Internships to MS-QCF Program	MS QCF Program Office	Georgia HBCU Outreach Iinitiative	South Globa
III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students			
a) *Graduate Business School-specific Reciprocity Agreements (Africa, South/SE Asia)	SCOB	GT CIBER	Office
b) *Summer Study Abroad Programs – Leverage GT Overseas Branch Campuses and Add Africa	Office of the Vice Prov. For International Initiatives	Office of Internatioanl Educ.	GT C
c) MBA International Practicum injection of social engagement	SCOB, Assoc. Dean for Mba Programs	GT CIBER	
d) Widening Georgia Tech European Exten. Campus Management Program – Year-long courses	GT Lorraine	Office of the VP / Intl Edu.	GT C
e) Global Engineering Immersion Program Certificate – GT Shenzhen, Lorraine, Singapore	College of Engineering	GT Shenzen	
f) Georgia Tech MS Supply Chain Engineering Singapore – Globalize Content	ISYE; Prof. C. White	GT CIBER	
g) Georgia Tech - Peking University Graduate Program Development – Add Cross-Cultural Training	College of Engineering	Beijing/GT Phd Program	

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Exhibit 8

	ISYE;	Costa Rica TIP; Panama LIRC	GT at
h) GT Costa Rica TIP Center and Panama LIRC Extend Research to Other Acad. Areas with SC&LI			
i) EMBA Global Business: Leverage GT Overseas Campuses for Residencies	Office of the Vice Prov. For	GT CIBER	GT A
j) Faculty Travel Awards – Include HBCU/MSI and Community College Partners	GT CIBER		
k) Student Mobility Stipends - Include HBCU/MSI and Community College Partners	GT CIBER		
l) Consortial FDIB Tours (W. China with UC-Denver & Cent. America with FIU, Japan – GT Lead)	GT CIBER	Florida Intl University; U of Colorado-Denver	
m) *Georgia Tech Summer Study in Sub-Saharan Africa	Prof. C. Ippolito and M. Best	Office of Inernational Edu.	
Supp Mat VIII B, Matrix of Program Modules & Statutory Purposes and Requirements - GT CIBER VII (14-18)			
IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Strengths			
a) Research Axes			
i) *First Research Axis*: Global Sustainable Technology & Best Managerial Practices	GT CIBER Core Faculty	GT Center for Business Strategies for Sustainablity	SCOB
ii) *Second Research Axis*: Global Innovation & Entrepreneurship	GT CIBER Core Faculty	ILE Institute	TI:GE
iii) *Third Research Axis*: Governance and Ethical Practices	GT CIBER Core Faculty	Cecil Day Program	
iv) *Fourth Research Axis*: CYBER Security and Data Privacy	GT CIBER Core Faculty	CISTP Center	Prof.
b) CIBER Core Faculty & Expert Teams (see list)	GT CIBER		
c) Faculty Awards and Selection Committee	GT CIBER Selection Committee		
d) CIBER Visiting Scholar Program	SCOB , GT CIBER		
e) Undergraduate Research Opportunities Program (UROP)—thesis option (international)	UROP Office, SCOB	GT CIBER	
f) Biennial Consortial Doctoral Wkshps in Regional Economic Integration & International Entrepreneurship in Conj. with AIB Annual Conferenc	GT CIBER	Regional: Sam Nunn School; Entrepreneurship: UC-Denver	
g) GT CIBER Working Paper Series (annual)	GT CIBER		
h) Biennial Multinational Enterprises and Sustainable Development (MESD) Consortium	MESD Consortium	GT CIBER; SCOB	Cente Susta
i) China Goes Global Consortium – Outbound Chinese Investment – Implications for US Firms and Economy	GT CIBER	Chinese Globalizaiton Associaiton	Partn
j) CIBER Faculty Research Colloquia (axis-driven)	SCOB; GT CIBER		
k) Lecture Series on Globalization, Sustainability and Governance	SCOB Centers; GT CIBER		
l) Seminar Series on Emerging Cyber Threats with Georgia Tech Information Security Center	CISTP; GT CIBER		
m) Roundtable on Engineering Entrepreneurship Research – REER (annual)	TI:GER Program	Kaufman Foundation	GT C
n) International Patent Data Tracking Project – implications for competitiveness – in conjunction with TI:GER	TI:GER Program	SCOB	GT C
V. Blending Sustainability and Management Education: Producing Globally Responsible Managers			
a) Internationalization of Technology & Management Degree Program – (Capstone & International Experience)	Technology & Management Program	Prof. Ravi Subramanian	GT C
b) Program for Engineering Entrepreneurship: International Modularization	Engineering Entrepreneurship Program	Prof. David Ku	GT C
c) Seminars: Sharing Best Practices in Online Technology for the Global Business School w/ GT Center for 21st Century Universities	GT CIBER	GT Center for the University of the 21st Century	
d) Internationalization of Deloitte Business Case Competition (Annual)	SCOB; Undergraduate Office		
e) Support of Executive Masters in International Logistics (EMIL)	ISYE; Prof. Vandervate		

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Appendix 1-C, Matrix of Program Modules & Statutory Purposes and Requirements - GT CIBER VII (14-18)

Module	National and Regional Resource	Critical Languages & Fields	Research and Training	Training to Students	Regional Resource to Business	Academic Outreach	Languages & International Studies	Business Training	Intensive Training	Collaboration	Research for Curriculum	Competitiveness Research	HBCU/MSI/CC	Business Association or Entity	Africa, South Asia, SE Asia	Language & Performance
I. Anchoring the Role of Applied Language and Intercultural Studies in a Globally-focused Technology University																
a) Establishment of an M.S. in Applied Language & Intercultural Studies		√	√	√			√	√	√	√						√
b) LBAT Summer Immersion program																
i) Faculty Training Program - HBCU/MSI/Comm. College Shadowing	√	√		√	√	√	√		√	√			√		√	
ii) Train to build sustainability framework into LBAT Summer Immersion Programs	√	√		√	√	√	√		√	√	√				√	
c) GIFT Collaborative In-Service Teacher Workshops in Summer Program	√		√	√		√			√	√	√					√
d) Promote "Language Proficiency Designation" through the use of MOOCs																
i) for GT Students Enrolled in International Plan Program		√					√			√						√
ii) * Creation of Lang. Learning MOOCs and Online Course Dev. in Germ, Kor, Arab w/ Morehouse	√	√	√	√	√	√	√			√			√			√
e) Languages Across the Curriculum – Chinese, Korean, Russian, Japanese		√	√	√			√			√						√
f) Promote Language Teaching at GT Global Campus Locations (see chart)	√		√	√			√			√	√					√
g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages			√	√			√	√								√
h) Georgia Tech International House & Living/Learning Community Exp. – Global Inq. Program		√	√	√			√	√		√						√
i) Create National Web-based Manual on Service Learning in Lang and Cult	√	√	√			√	√									
j) Build-in Service Learning in Major Language Courses (QEP University-wide Initiative)		√	√	√			√	√		√						
k) Continue building legacy languages – Korean, Farsi, Portuguese, Chinese		√		√			√							√		√
l) *Summer Language Immersion Camp with Morehouse and Georgia Perimeter College		√		√		√			√	√			√			
m) CIBER Business Language consortium membership		√	√			√	√			√						√
n) Development of Mobile Apps for Language Learning	√						√		√	√						
o) Expand the use of ACTFL Proficiency Test to Overseas & Branch Campuses		√		√			√									√
II. Promoting International Specializations in Academic Offerings: From Breadth to Depth															√	
a) Certificate of Global Leadership with Beijing U of Post & Telecoms – EMBA – MOT & Glob Bus		√	√	√			√		√	√	√					
b) Support International Business case development with Mod Lang, Econ, and INTA		√	√	√			√	√		√						
c) IB research opportunities under the Undergraduate Research Opportunities Program (UROP)		√	√	√							√	√				
d) Curricular Awards (Online modalities; branch campus new courses; interdisciplinary approaches)			√	√						√	√					
e) Enhancing the Capstone Experience of the GT-wide International Plan		√		√			√	√		√						
f) Develop African Affairs Regional Studies Certificate				√											√	
g) Develop GT-Wide Undergrad Certificate in Global Development with Coll of Engineering			√	√	√		√	√		√						
h) Cecil B. Day Program for Business Ethics – Collaborate on Biennial Global Governance Workshop			√	√	√	√	√			√						
i) Infuse Global Dimensions in Institute-wide Leadership Minor (Work with International Affairs)			√	√			√	√								
j) Infuse Global Content in new MS in Business Analytics ; Joint Degree Program with Tsinghua U			√	√			√	√	√	√						
k) Offer Global Option for "X Degree" (Customized)				√			√	√								
l) Apply Problem-Based Learning (agora.gatech.edu) to Complex IB Problems in Ethics and Sustain	√		√	√			√	√		√						
m) Incentivize Creation of IB Special Topic Course in Undergraduate Honors Program			√	√			√									
n) Create Georgia-wide International Business Course Information Clearinghouse	√					√				√						
o) *Leverage the Georgia Tech-HBCU Consortium to Provide Internships to MS-QCF Program				√	√		√						√			
III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students																
a) *Graduate Business School-specific Reciprocity Agreements (Africa, South/SE Asia)				√						√					√	
b) *Summer Study Abroad Programs – Leverage GT Overseas Branch Campuses and Add Africa				√						√					√	
c) MBA International Practicum injection of social engagement			√	√	√			√	√							
d) Widening Georgia Tech European Exten. Campus Management Program – Year-long courses	√			√			√	√	√	√						
e) Global Engineering Immersion Program Certificate – GT Shenzhen, Lorraine, Singapore				√				√	√	√					√	
f) Georgia Tech MS Supply Chain Engineering Singapore – Globalize Content				√				√		√					√	
g) Georgia Tech - Peking University Graduate Program Development – Add Cross-Cultural Training		√		√			√		√							
h) GT Costa Rica TIP Center and Panama LIRC Extend Research to Other Acad. Areas with SC&LI		√		√												
i) EMBA Global Business: Leverage GT Overseas Campuses for Residencies				√				√		√						
j) Faculty Travel Awards – Include HBCU/MSI and Community College Partners	√					√							√			
k) Student Mobility Stipends - Include HBCU/MSI and Community College Partners	√			√		√							√			
l) Consortial FDIB Tours (W. China with UC-Denver & Cent. America with FIU, Japan – GT Lead)	√				√			√					√			
m) *Georgia Tech Summer Study in Sub-Saharan Africa				√			√	√							√	

IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Strengths												√
a) Research Axes												
i) *First Research Axis*: Global Sustainable Technology & Best Managerial Practices	√		√		√				√			
ii) *Second Research Axis*: Global Supply Chain Optimization and Production Flows	√		√		√				√			
iii) *Third Research Axis*: Managing Global R&D Flows and Protecting Intellectual Property	√		√		√				√			
iv) *Fourth Research Axis*: Global Financial Risk Management and Governance Standards	√		√		√				√			
b) CIBER Core Faculty & Expert Teams (see list)	√		√		√				√ √			
c) Faculty Awards and Selection Committee			√						√ √			
d) CIBER Visiting Scholar Program			√						√			
e) Undergraduate Research Opportunities Program (UROP)—thesis option (international)			√									
f) Biennial Consortial Doctoral Wkshps in Regional Economic Integration & International Entrepreneurship in Conj. with AIB Annual Conferenc			√	√					√	√	√	
g) GT CIBER Working Paper Series (annual)	√		√		√							
h) Biennial Multinational Enterprises and Sustainable Development (MESD) Consortium	√		√		√				√			
i) China Goes Global Consortium – Outbound Chinese Investment – Implications for US Firms and Economy	√		√		√							
j) CIBER Faculty Research Colloquia (axis-driven)	√		√		√							
k) Lecture Series on Globalization, Sustainability and Governance					√		√					
l) Seminar Series on Emerging Cyber Threats with Georgia Tech Information Security Center		√	√				√					
m) Roundtable on Engineering Entrepreneurship Research – REER (annual)			√				√		√			
n) International Patent Data Tracking Project – Implications for competitiveness – in conjunction with TI:GER			√						√	√		
V. Blending Sustainability and Management Education: Producing Globally Responsible Managers												√
a) Internationalization of Technology & Management Degree Program – (Capstone & International Experience)				√			√	√				
b) Program for Engineering Entrepreneurship: International Modularization				√			√	√				
c) Seminars: Sharing Best Practices in Online Technology for the Global Business School w/ GT Center for 21st Century Universities	√		√						√			
d) Internationalization of Deloitte Business Case Competition (Annual)				√	√		√	√				
e) Support of Executive Masters in International Logistics (EMIL)				√			√					
f) Expand international management exposure for non-management students		√		√			√					
g) Building Service Learning Focused on Sustainability Issues into Global Internship Program				√			√					
h) *Ideas 2 Serve (I2S) – Increase Participation by HBCU/MSI in Global Social Entrepreneurship				√			√					
i) Global Social Venture Competition – Partner with UC-Berkeley and GT ILE				√			√					
j) Georgia Tech Africa Information Communication Technology MOOC Education Initiative				√			√		√	√		√
VI. Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities												√
a) Annual Georgia Tech CIBER Global Business Forum (XXII-XXV)	√			√					√			√
b) Annual USA-India Business Summit (V-IX)	√			√					√			√
c) Leverage GT European Platform to Reflect Joint US/French Commercial Innovation – Region-wide	√			√	√		√				√	
d) Building the Economic Dimension into Africa-Atlanta; An Annual Metro-wide GT Initiative									√			√
e) Biennial Global Supply Chain: Markets and Opportunities with Georgia Ports Authority				√								
f) Development of International Business Incubator/Accelerator Model	√			√					√		√	
g) *Southeast US Consortium for Globalizing Business Education for HBCU/MSI & Comm. Colleges with University of South Carolina					√				√		√	√
h) *Global Logistics and Trade Pilot Project with Select HBCUs (Albany State, Savannah State, Bethune-Cookman)				√	√		√					√
i) *Expansion of Georgia Tech's Long-Standing HBCU/MSI Initiative into International Business Education			√		√		√					√
j) *Development of Research University-Community College International Business Education Collaboration Model			√		√		√					√
k) *National District Export Councils Consortium Participation	√										√	
l) IMPACT Speaker Series, Combine with International Business Speaker Series				√								
m) *Atlanta University Center Consortium (UCDC) Join GT Ivan Allen College Task Force			√		√				√	√	√	
n) Ongoing partnership with US Export Assistance Center	√		√		√		√		√			
o) GAVE Veterans' Entrepreneurship Training Enhancement of Global Training Modules in Conjunction with KSU Coles College			√	√			√	√				√
VII. Supporting Georgia's Global Competitiveness Goals												
a) *Biennial Workshop in Global Technology Markets & Innovation (4 Industry Sectors) with Technology Association of Georgia (TAG)		√					√		√		√	
b) Deploy (Similar to A above) Pilot Programs Through 9 Regional Offices of GT EI2		√					√		√		√	
c) Support for Under-Represented Students International Co-Op & Internship with Industry (GT OIE)			√				√	√			√	
d) Techno-Competitiveness Indicators and Geographic Mapping of Innovation Patterns (TPAC)			√	√					√			
e) *Global Cities Initiative and Competitive Regional Clusters (GTCQGRD and Metro Chamber)			√	√					√			
f) *Southeastern Trade Adjustment Assistance Center (EI2) Targeted Globalization Workshops				√			√		√		√	
g) Collaboration with Kennesaw State University Division of Global Affairs Confucius Center on Creation of Cross-Cultural Seminars					√		√		√	√		
h) Collaboration with Kennesaw State University India China America Ctr on Creation of Emerging Market Opportunities Workshops for HBCUs					√				√		√	
i) ExportU2 Initiative in collaboration with University of Georgia SBDC International Trade Center				√	√				√		√	
j) Provide Ad Hoc Training to Georgia Tech Minority Business Dev. Agency (MBDA) in Trade Opportunities for Local Business			√				√		√		√	
k) Provide Implementation Interface for Metro Export Plan with Georgia Tech Enterprise Innovation Institute (EI2)	√			√					√		√	
l) *Global Commerce Internship Opportunities (Georgia Dept. of Econ. Development and Metro Atlanta Chamber)				√					√		√	
m) Leverage new GT Lorraine Technology Platform Institute Lafayette for Product Adaptation of Georgia Firms	√			√	√		√				√	

**Magnitude and Significance of Likely Outcomes by Geographic Levels and Programmatic
Outputs/Outcomes/Results, 2014-2018**

Program Elements/Modules	Local	Regional	National	Programmatic
I. Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University				
a) Establishment of an M.S. in Applied Language & Intercultural Studies	H	H	M	A model graduate program combining language skills and thematic specialization
b) LBAT Summer Immersion program				
i) Faculty Training Program - HBCU/MSI/Comm. College Shadowing	M	H	M	Provide a unique opportunity for HBCU-MSI to design new language immersion programs
ii) Train to build sustainability framework into LBAT Summer Immersion Programs	H	M	L	Offers unique opportunity to bring renewed relevance and possible service-learning into LBTA immersion
c) GIFT Collaborative In-Service Teacher Workshops in Summer Program	H	M	L	Add language and culture dimension to a STEM teacher training program
d) Promote "Language Proficiency Designation" through the use of MOOCs	H	H	H	Greater use of MOOCs to qualify language learner's proficiency
i) for GT Students Enrolled in International Plan Program	H	M	L	Excellent grounds to test out relevance of MOOCs + online courses
ii) * Creation of Language Learning MOOCs and Online Course Development in German, Korean, Arabic w/ Morehouse	H	M	L	Excellent grounds to test out relevance of MOOCS+ online course delivery modalities for language teaching
e) Languages Across the Curriculum – Chinese, Korean, Russian, Japanese	M	L	L	Possible high impact in promoting true interdisciplinary collaboration
f) Promote Language Teaching at GT Global Campus Locations (see chart)	M	L	L	Optimize the locational use of our Chinese and European anchor campuses

Program Elements/Modules	Local	Regional	National	Programmatic
g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages	H	L	L	Refresh and adjust curriculum around a global and community theme
h) Georgia Tech International House & Living/Learning Community Experiment – Global Inquiries Program	H	L	L	Expand innovative pedagogical Concept of Living/Learning Community in a Global Inquiries
i) Create National Web-based Manual on Service Learning in Language and Culture (QEP University-wide Initiative)	H	H	H	Knowledge produced easily transferable as to sources, model courses, best practices.
j) Build-in Service Learning in Major Language Courses (QEP University-wide Initiative)	H	L	L	Gives students broader perspective and more hands-on skills that are course cross-area applicable "take-aways"
k) Continue building legacy languages – Korean, Farsi, Portuguese, Chinese, Hindi	M	M	L	Responds to local community needs
l) *Summer Language Immersion Camp with Morehouse and Georgia Perimeter College	M	H	M	Provides a unique model of collaboration in language acquisition between an HBCU-CC and a research university
m) CIBER Business Language consortium membership	M	M	H	A national annual conference pushing forward the frontiers of knowledge in language teaching (GT conducted one in 2006)
n) Development of Mobile Apps for Language Learning	H	M	L	Has potential to become a national model with assistance of our top-notch College of Computing
o) Expand the use of ACTFL Proficiency Test to Overseas & Branch Campuses	H	L	L	Will expand language teaching at our anchor and branches campuses overseas

Program Elements/Modules	Local	Regional	National	Programmatic
II. Promoting International Specializations in Academic Offerings: From Breadth to Depth				
a) Certificate of Global Leadership with Beijing University of Post & Telecoms – EMBA – MOT & Global Business	H	H	L	Allows cross-training of our Executive MBA (100 flow-thru
b) Support International Business case development with Modern Languages, Economics, and International Affairs	H	L	L	Create impactful cross-disciplinary teaching materials to prepare globally responsible leaders
c) IB research opportunities under the Undergraduate Research Opportunities Program (UROP)	M	L	L	Infuse the current highly successful UROP program with a firmer business emphasis
d) Curricular Awards (Online modalities; branch campus new courses; interdisciplinary approaches)	H	L	L	Allows a deepening of our extant globalization strategy in curricular and programmatic matters
e) Enhancing the Capstone Experience of the GT-wide International Plan	H	L	L	Strengthens integration of fields of knowledge in the International Plan Degree designation program
f) Develop African Affairs Regional Studies Certificate	H	M	M	Create Regional Studies Certificate Modeled on Extant Certificates
g) Develop GT-Wide Undergraduate Certificate in Global Development with College of Engineering	H	L	M	Creates a model program intermixing project-based and service-learning in offering an innovation global development credential
h) Cecil B. Day Program for Business Ethics – Collaborate on Biennial Global Governance Workshop	H	H	L	Provides a regional forum to address the more pressing global corporate governance issues
i) Infuse Global Dimensions in Institute-wide Leadership Minor (Work with International Affairs)	H	M	L	Create a model Leadership Studies program fully vested in global leadership issues

j) Infuse Global Content in new MS in Business Analytics; Joint Degree Program with Tsinghua University	M	M	L	The question of global data bases, scalability, interoperability, cross-cultural view of data is addressed in great depth
k) Offer Global Option for "X Degree" (Customized)	M	L	L	Allows select students to design custom-made cross-disciplinary program of study with a globalization theme
l) Apply Problem-Based Learning (agora.gatech.edu) to Complex IB Problems in Ethics and Sustainability	H	H	H	Establish a unique critical thinking logical global classroom model to address complex issues of global ethics and sustainability
m) Incentivize Creation of IB Special Topic Course in Undergraduate Honors Program	M	L	L	Allows business majors and minor in honors program to explore new topics and undertake for credit service-learning projects
n) Create Georgia-wide International Business Course Information Clearinghouse	M	H	L	Improve cross-university collaboration in innovative curricular approaches to IB
o) *Leverage the Georgia Tech-HBCU Consortium to Provide Internships to MS-QCF Program	H	H	H	Graduate more students from underserved communities access to a leading quantitative finance program
III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students				
a) *Graduate Business School-specific Reciprocity Agreements (Africa, South/SE Asia)	M	L	L	More exchanges, collaboration, joint grantsmanship with Africa and South Asia-based partner universities
b) *Summer Study Abroad Programs – Leverage GT Overseas Branch Campuses and Add Africa	M	L	L	Utilize GT overseas locations more systematically in summer abroad and as a base for Africa
c) MBA International Practicum Injection of Social Engagement, Leveraging GT Institute Lafayette	H	L	L	Link MBA project-driven expertise to the GT European Technology Innovation Platform

d) Widening Georgia Tech European Extension Campus Management Program – Year-long course offerings	H	L	L	Integrated business curriculum into the GT Lorraine Extension Campus
e) *Global Engineering Immersion Program Certificate – GT Shenzhen, Lorraine, Singapore	H	L	L	Integrated international business material into GEIP MS engineering programs at Overseas campuses
f) *Georgia Tech MS Supply Chain Engineering Singapore – Globalize Content	M	M	M	Globalized course content in GT Singapore S in Supply Chain Engineering
g) Georgia Tech - Peking University Graduate Program Development – Add Cross-Cultural Training	M	M	L	Cross-cultural competence integrated in joint doctoral program China-US
h) GT Costa Rica TIP Center and Panama LIRC Extend Research to Other Academic Areas with SC&LI	H	M	L	Broadened research pathways and diversity of disciplines at both overseas facilities
i) EMBA Global Business: Leverage GT Overseas Campuses for Residencies	H	M	M	Better integrated GT overseas campus platform in the Executive MBA residencies
j) *Faculty Travel Awards – Include HBCU/MSI and Community College Partners	M	M	L	HBCU-MSI-CC partners are a part of our the faculty award process
k) *Student Mobility Stipends - Include HBCU/MSI and Community College Partners	M	M	L	HBCU-MSI-CC partners are a part of the student mobility stipend selection process
l) Consortial FDIB Overseas Tours (Western China with UC-Denver and Central America with FIU, Japan – GT Lead)	M	M	M	-GT Panama and Costa Rica research facilities deployed in FDIB -Closer partnership with UC-Denver on Western China
m) *Georgia Tech Summer Study in Sub-Saharan Africa	M	L	L	Fully leveraged partnership with our African partner universities

IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Strengths				
a) Research Axes				
i) *First Research Axis*: Global Business Strategies for Sustainability	M	M	M	Working papers; Impactful research output; publications
ii) *Second Research Axis*: Global Innovation and Entrepreneurship	M	M	M	Working papers; impactful research output; publications
iii) *Third Research Axis*: Governance & Ethical Practices in the Global Economy	M	M	M	Working papers; impactful research ouput; publications
iv) *Fourth Research Axis*: Cyber-security and Data Privacy in the Era of Ubiquitous Connectivity	M	M	M	Working papers; impactful research output; publications
b) CIBER Core Faculty & Expert Teams (see list)	M	L	L	Multidisciplinary research bridges; joint projects; joint research; cross-fertilization; innovative pedagogy and findings
c) Faculty Awards and Selection Committee	H	L	L	Better targeted research with comparative focus and international perspectives
d) CIBER Visiting Scholar Program	H	M	M	Cross-country collaboration through externally sponsored scholars in residence
e) Undergraduate Research Opportunities Program (UROP)—thesis option (international)	L	L	L	Unique opportunity for select students to excel in international business research
f) Biennial Consortial Doctoral Wkshps in Regional Economic Integration & International Entrepreneurship in Conj. with AIB Annual Conference	M	M	M	New research pipeline on the topic themes identified
g) GT CIBER Working Paper Series (annual)	M	M	M	Regular research outputs, freely accessible on web
h) Biennial Multinational Enterprises and Sustainable Development (MESD) Consortium	M	M	H	Biennial internationally recognized research conference held in different countries with associated research output

i) China Goes Global Consortium – Outbound Chinese Investment – Implications for US Firms and Economy	M	M	H	Biennial internationally Recognized research conference held in different countries with associated research output
j) CIBER Faculty Research Colloquia (axis-driven)	H	L	L	Ad hoc faculty-led colloquia in the Scheller College of Business
k) Lecture Series on Globalization, Sustainability and Governance	H	L	L	Cross-campus collaboration in lecture series with GT partner Centers
l) Seminar Series on Emerging Cyber Threats with Georgia Tech Information Security Center	H	L	L	Cross-campus collaboration in lecture series with sister centers such as CISTP
m) Roundtable on Engineering Entrepreneurship Research – REER (annual)	H	H	H	Annual international recognized research conference, research output
n) International Patent Data Tracking Project – implications for competitiveness – in conjunction with TI:GER	M	L	L	Enhanced research output on innovation microeconomics and innovation management
V. Blending Sustainability and Management Education: Producing Globally Responsible Managers				
a) Internationalization of Technology & Management Degree Program – (Capstone & International Experience)	H	L	L	Internationalization of contents, projects, overseas residency of this unique joint technology & management degree program
b) Program for Engineering Entrepreneurship: International Modularization	H	L	L	Project-driven globalization of pedagogical content
c) Seminars: Sharing Best Practices in Online Technology for the Global Business School w/ GT Center for 21st Century Universities	H	M	M	Regular seminars on new pedagogical technologies
d) Internationalization of Deloitte Business Case Competition (Annual)	M	L	L	Inclusion of international case challenges

e) Support of Executive Masters in International Logistics (EMIL)	M	M	M	Further internationalization of contents of this well-establish executive degree program
f) Expand international management exposure for non-management students	M	L	L	Larger number of international economic and business courses to non-business/economics majors
g) Building Service Learning Focused on Sustainability Issues into Global Internship Program	M	L	L	Significant increase in service learning projects in GT Global Internship/Work Abroad Program
h) *Ideas 2 Serve (I2S) – Increase Participation by HBCU/MSI in Global Social Entrepreneurship	M	M	M	Enhanced participation of under-represented students in this
i) Global Social Venture Competition – Partner with UC-Berkeley and GT ILE	M	M	H	Increased participation by GT students in this world-class global program
j) *Georgia Tech Africa Information Communication Technology MOOC Education Initiative	M	M	H	Model program replicable
VI. Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities				
a) Annual Georgia Tech CIBER Global Business Forum (XXII-XXV)	H	H	M	Annual lead business outreach event spearheaded by CIBER program at GT
b) Annual USA-India Business Summit (V-IX)	H	H	M	Collaborative annual business outreach conference, attracting business delegation from India
c) Leverage GT European Platform to Reflect Joint US/French Commercial Innovation – Region-wide	M	M	M	The Lafayette Institute, GT is an ideal platform for GT transatlantic projects, in collaboration with our various Scheller College programs.
d) Building the Economic Dimension into Africa-Atlanta; An Annual Metro-wide GT Initiative	H	M	L	Enhanced multi-event-Atlanta programmed, initiated in 2014, with added economic outreach events

e) Biennial Global Supply Chain: Markets and Opportunities with Georgia Ports Authority	H	H	M	Enhanced understanding of the intermodal global supply chain and trade for the ports of Georgia
f) Development of International Business Incubator/Accelerator Model	H	M	L	Provide a roadmap for effective international business accelerator models in Georgia
g) *Southeast US Consortium for Globalizing Business Education for HBCU/MSI & Comm. Colleges with University of South Carolina	H	H	M	Collaborative model between two leading Southeastern Universities to enhance the globalization of select HBCU/MSI/CC universities over a sustained four-year period
h) *Global Logistics and Trade Pilot Project with Select HBCUs (Albany State, Savannah State, Bethune-Cookman)	H	H	M	Create and embed, over four years, new program offerings in global supply chain/logistics at model partner HBCUs
i) *Expansion of Georgia Tech's Long-Standing HBCU/MSI Initiative into International Business Education	H	H	L	Mobilized GT HBCU/MSI outreach initiative to include the business education dimension with international options
j) *Development of Research University-Community College International Business Education Collaboration Model	H	L	L	Closer interaction with Georgia Tech and Chattahoochee Tech's 8 campuses to grow global supply chain program
k) *National District Export Councils Consortium Participation	L	L	H	More coordinated approaches among District Export Councils with CIBER acdtivities in district
l) IMPACT Speaker Series, Combine with International Business Speaker Series	H	M	L	Internationalized IMPACT speaker series
m) *Atlanta University Center Consortium (UCDC) Join GT Ivan Allen College Task Force	M	L	L	Increased global engagement in the community development project in West End model communities
n) Ongoing partnership with US Export Assistance Center	H	L	L	Continued partnership with US EAA Center in Atlanta on program delivery

o) GAVE Veterans' Entrepreneurship Training Enhancement of Global Training Modules in Conjunction with KSU Coles College	H	M	L	Effective partnership with Kennesaw State University in delivery a unique program for qualified Veterans
VII. **Supporting Georgia's Global Competitiveness Goals**				
a) *Biennial Workshop in Global Technology Markets & Innovation (4 Industry Sectors) with Technology Association of Georgia (TAG)	H	H	L	Every two years, training workshops delivered through the Technology Association of Georgia partner (25,000 members)
b) Deploy (Similar to A above) Pilot Programs Through 9 Regional Offices of GT EI^2	L	H	L	Closer working relationship with 9 regional offices of GT EII based on TAG model of workshop collaboration
c) Support for Under-Represented Students International Co-Op & Internship with Industry (GT Office of International Education)	H	L	L	Objective is to work closely with our HBCU / MSI partners and also Hispanic Initiatives Office at Georgia Tech
d) Techno-Competitiveness Indicators and Geographic Mapping of Innovation Patterns (TPAC)	H	H	H	Predictive techno-competitiveness indicators of competitor countries
e) *Global Cities Initiative and Competitive Regional Clusters (GTCQGRD and Metro Chamber)	H	H	L	Build interactive research relationship of patterns of local development and impact on trade & investment
f) *Southeastern Trade Adjustment Assistance Center (EI2) Targeted Globalization Workshops	H	H	L	Provide ad hoc export workshop using U-Expert modalities as needed by STAAC
g) Collaboration with Kennesaw State University Division of Global Affairs on Creation of Cross-Cultural Seminars	H	H	L	Close collaboration between KSU and GT in dissemination of cross-cultural material
h) Collaboration with Kennesaw State University India China America Ctr on Creation of Emerging Market	H	H	L	Leverag our KSU / ICA relationship to deliver ad hoc emerging markets

Opportunities Workshops for HBCUs				opportunities workshops for GT-Univ of So. Carolina HBCU partners
i) ExportU2 Initiative in collaboration with University of Georgia SBDC International Trade Center	H	H	L	Expand use of ExportU@ initiative to classroom at Georgia Tech
j) *Provide Ad Hoc Training to Georgia Tech Minority Business Dev. Agency (MBDA) in Trade Opportunities for Local Business	M	M	L	Use same program as above on an ad hoc basis for the MBDA GT-Based program
k) Provide Implementation Interface for Metro Export Plan with Georgia Tech Enterprise Innovation Institute (EI^2)	M	L	L	GT CIBER is member of the Metro Export Plan. Insure liaison with the various industrial, economic, technoinnovation components ofGT
l) *Global Commerce Internship Opportunities (Georgia Dept. of Econ. Development and Metro Atlanta Chamber)	M	L	L	Insure more GT student participation in this series of internship local opportunities
m) Leverage New GT Lorraine Technology Platform Institute Lafayette for Product Adaptation of Georgia Firms	H	M	L	Working with Enterprise Innovation Institute and various training program in entrepreneurship, seek projects focused on GA firms's product adaptation in European markets

*Magnitude and Significance of Likely Outcomes by Geographic Levels and Programmatic
Outputs/Outcomes/Results, 2014-2018*

Program Elements/Modules	Local	Regional	National	Programmatic
I. Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University				
a) Establishment of an M.S. in Applied Language & Intercultural Studies	H	H	M	A model graduate program combining language skills and thematic specialization
b) LBAT Summer Immersion program				
i) Faculty Training Program - HBCU/MSI/Comm. College Shadowing	M	H	M	Provide a unique opportunity for HBCU-MSI to design new language immersion programs
ii) Train to build sustainability framework into LBAT Summer Immersion Programs	H	M	L	Offers unique opportunity to bring renewed relevance and possible service-learning into LBTA immersion
c) GIFT Collaborative In-Service Teacher Workshops in Summer Program	H	M	L	Add language and culture dimension to a STEM teacher training program
d) Promote "Language Proficiency Designation" through the use of MOOCs	H	H	H	Greater use of MOOCs to qualify language learner's proficiency
i) for GT Students Enrolled in International Plan Program	H	M	L	Excellent grounds to test out relevance of MOOCs + online courses
ii) * Creation of Language Learning MOOCs and Online Course Development in German, Korean, Arabic w/ Morehouse	H	M	L	Excellent grounds to test out relevance of MOOCS+ online course delivery modalities for language teaching
e) Languages Across the Curriculum – Chinese, Korean, Russian, Japanese	M	L	L	Possible high impact in promoting true interdisciplinary collaboration
f) Promote Language Teaching at GT Global Campus Locations (see chart)	M	L	L	Optimize the locational use of our Chinese and European anchor campuses

Program Elements/Modules	Local	Regional	National	Programmatic
g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages	H	L	L	Refresh and adjust curriculum around a global and community theme
h) Georgia Tech International House & Living/Learning Community Experiment – Global Inquiries Program	H	L	L	Expand innovative pedagogical Concept of Living/Learning Community in a Global Inquiries
i) Create National Web-based Manual on Service Learning in Language and Culture (QEP University-wide Initiative)	H	H	H	Knowledge produced easily transferable as to sources, model courses, best practices.
j) Build-in Service Learning in Major Language Courses (QEP University-wide Initiative)	H	L	L	Gives students broader perspective and more hands-on skills that are course cross-area applicable "take-aways"
k) Continue building legacy languages – Korean, Farsi, Portuguese, Chinese, Hindi	M	M	L	Responds to local community needs
l) *Summer Language Immersion Camp with Morehouse and Georgia Perimeter College	M	H	M	Provides a unique model of collaboration in language acquisition between an HBCU-CC and a research university
m) CIBER Business Language consortium membership	M	M	H	A national annual conference pushing forward the frontiers of knowledge in language teaching (GT conducted one in 2006)
n) Development of Mobile Apps for Language Learning	H	M	L	Has potential to become a national model with assistance of our top-notch College of Computing
o) Expand the use of ACTFL Proficiency Test to Overseas & Branch Campuses	H	L	L	Will expand language teaching at our anchor and branches campuses overseas

Program Elements/Modules	Local	Regional	National	Programmatic
II. Promoting International Specializations in Academic Offerings: From Breadth to Depth				
a) Certificate of Global Leadership with Beijing University of Post & Telecoms – EMBA – MOT & Global Business	H	H	L	Allows cross-training of our Executive MBA (100 flow-thru
b) Support International Business case development with Modern Languages, Economics, and International Affairs	H	L	L	Create impactful cross-disciplinary teaching materials to prepare globally responsible leaders
c) IB research opportunities under the Undergraduate Research Opportunities Program (UROP)	M	L	L	Infuse the current highly successful UROP program with a firmer business emphasis
d) Curricular Awards (Online modalities; branch campus new courses; interdisciplinary approaches)	H	L	L	Allows a deepening of our extant globalization strategy in curricular and programmatic matters
e) Enhancing the Capstone Experience of the GT-wide International Plan	H	L	L	Strengthens integration of fields of knowledge in the International Plan Degree designation program
f) Develop African Affairs Regional Studies Certificate	H	M	M	Create Regional Studies Certificate Modeled on Extant Certificates
g) Develop GT-Wide Undergraduate Certificate in Global Development with College of Engineering	H	L	M	Creates a model program intermixing project-based and service-learning in offering an innovation global development credential
h) Cecil B. Day Program for Business Ethics – Collaborate on Biennial Global Governance Workshop	H	H	L	Provides a regional forum to address the more pressing global corporate governance issues
i) Infuse Global Dimensions in Institute-wide Leadership Minor (Work with International Affairs)	H	M	L	Create a model Leadership Studies program fully vested in global leadership issues

j) Infuse Global Content in new MS in Business Analytics; Joint Degree Program with Tsinghua University	M	M	L	The question of global data bases, scalability, interoperability, cross-cultural view of data is addressed in great depth
k) Offer Global Option for "X Degree" (Customized)	M	L	L	Allows select students to design custom-made cross-disciplinary program of study with a globalization theme
l) Apply Problem-Based Learning (agora.gatech.edu) to Complex IB Problems in Ethics and Sustainability	H	H	H	Establish a unique critical thinking logical global classroom model to address complex issues of global ethics and sustainability
m) Incentivize Creation of IB Special Topic Course in Undergraduate Honors Program	M	L	L	Allows business majors and minor in honors program to explore new topics and undertake for credit service-learning projects
n) Create Georgia-wide International Business Course Information Clearinghouse	M	H	L	Improve cross-university collaboration in innovative curricular approaches to IB
o) *Leverage the Georgia Tech-HBCU Consortium to Provide Internships to MS-QCF Program	H	H	H	Graduate more students from underserved communities access to a leading quantitative finance program
III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students				
a) *Graduate Business School-specific Reciprocity Agreements (Africa, South/SE Asia)	M	L	L	More exchanges, collaboration, joint grantsmanship with Africa and South Asia-based partner universities
b) *Summer Study Abroad Programs – Leverage GT Overseas Branch Campuses and Add Africa	M	L	L	Utilize GT overseas locations more systematically in summer abroad and as a base for Africa
c) MBA International Practicum Injection of Social Engagement, Leveraging GT Institute Lafayette	H	L	L	Link MBA project-driven expertise to the GT European Technology Innovation Platform

d) Widening Georgia Tech European Extension Campus Management Program – Year-long course offerings	H	L	L	Integrated business curriculum into the GT Lorraine Extension Campus
e) *Global Engineering Immersion Program Certificate – GT Shenzhen, Lorraine, Singapore	H	L	L	Integrated international business material into GEIP MS engineering programs at Overseas campuses
f) *Georgia Tech MS Supply Chain Engineering Singapore – Globalize Content	M	M	M	Globalized course content in GT Singapore S in Supply Chain Engineering
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i) EMBA Global Business: Leverage GT Overseas Campuses for Residencies	H	M	M	Better integrated GT overseas campus platform in the Executive MBA residencies
j) *Faculty Travel Awards – Include HBCU/MSI and Community College Partners	M	M	L	HBCU-MSI-CC partners are a part of our the faculty award process
k) *Student Mobility Stipends - Include HBCU/MSI and Community College Partners	M	M	L	HBCU-MSI-CC partners are a part of the student mobility stipend selection process
l) Consortial FDIB Overseas Tours (Western China with UC-Denver and Central America with FIU, Japan – GT Lead)	M	M	M	-GT Panama and Costa Rica research facilities deployed in FDIB -Closer partnership with UC-Denver on Western China
m) *Georgia Tech Summer Study in Sub-Saharan Africa	M	L	L	Fully leveraged partnership with our African partner universities

IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Strengths				
a) Research Axes				
i) *First Research Axis*: Global Business Strategies for Sustainability	M	M	M	Working papers; Impactful research output; publications
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iv) *Fourth Research Axis*: Cyber-security and Data Privacy in the Era of Ubiquitous Connectivity	M	M	M	Working papers; impactful research output; publications
b) CIBER Core Faculty & Expert Teams (see list)	M	L	L	Multidisciplinary research bridges; joint projects; joint research; cross-fertilization; innovative pedagogy and findings
c) Faculty Awards and Selection Committee	H	L	L	Better targeted research with comparative focus and international perspectives
d) CIBER Visiting Scholar Program	H	M	M	Cross-country collaboration through externally sponsored scholars in residence
e) Undergraduate Research Opportunities Program (UROP)—thesis option (international)	L	L	L	Unique opportunity for select students to excel in international business research
f) Biennial Consortial Doctoral Wkshps in Regional Economic Integration & International Entrepreneurship in Conj. with AIB Annual Conference	M	M	M	New research pipeline on the topic themes identified
g) GT CIBER Working Paper Series (annual)	M	M	M	Regular research outputs, freely accessible on web
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j) CIBER Faculty Research Colloquia (axis-driven)	H	L	L	Ad hoc faculty-led colloquia in the Scheller College of Business
k) Lecture Series on Globalization, Sustainability and Governance	H	L	L	Cross-campus collaboration in lecture series with GT partner Centers
l) Seminar Series on Emerging Cyber Threats with Georgia Tech Information Security Center	H	L	L	Cross-campus collaboration in lecture series with sister centers such as CISTP
m) Roundtable on Engineering Entrepreneurship Research – REER (annual)	H	H	H	Annual international recognized research conference, research output
n) International Patent Data Tracking Project – implications for competitiveness – in conjunction with TI:GER	M	L	L	Enhanced research output on innovation microeconomics and innovation management
V. Blending Sustainability and Management Education: Producing Globally Responsible Managers				
a) Internationalization of Technology & Management Degree Program – (Capstone & International Experience)	H	L	L	Internationalization of contents, projects, overseas residency of this unique joint technology & management degree program
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c) Seminars: Sharing Best Practices in Online Technology for the Global Business School w/ GT Center for 21st Century Universities	H	M	M	Regular seminars on new pedagogical technologies
d) Internationalization of Deloitte Business Case Competition (Annual)	M	L	L	Inclusion of international case challenges

e) Support of Executive Masters in International Logistics (EMIL)	M	M	M	Further internationalization of contents of this well-establish executive degree program
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m) *Atlanta University Center Consortium (UCDC) Join GT Ivan Allen College Task Force	M	L	L	Increased global engagement in the community development project in West End model communities
n) Ongoing partnership with US Export Assistance Center	H	L	L	Continued partnership with US EAA Center in Atlanta on program delivery

o) GAVE Veterans' Entrepreneurship Training Enhancement of Global Training Modules in Conjunction with KSU Coles College	H	M	L	Effective partnership with Kennesaw State University in delivery a unique program for qualified Veterans
VII. Supporting Georgia's Global Competitiveness Goals				
a) *Biennial Workshop in Global Technology Markets & Innovation (4 Industry Sectors) with Technology Association of Georgia (TAG)	H	H	L	Every two years, training workshops delivered through the Technology Association of Georgia partner (25,000 members)
b) Deploy (Similar to A above) Pilot Programs Through 9 Regional Offices of GT EI^2	L	H	L	Closer working relationship with 9 regional offices of GT EII based on TAG model of workshop collaboration
c) Support for Under-Represented Students International Co-Op & Internship with Industry (GT Office of International Education)	H	L	L	Objective is to work closely with our HBCU / MSI partners and also Hispanic Initiatives Office at Georgia Tech
d) Techno-Competitiveness Indicators and Geographic Mapping of Innovation Patterns (TPAC)	H	H	H	Predictive techno-competitiveness indicators of competitor countries
e) *Global Cities Initiative and Competitive Regional Clusters (GTCQGRD and Metro Chamber)	H	H	L	Build interactive research relationship of patterns of local development and impact on trade & investment
f) *Southeastern Trade Adjustment Assistance Center (EI2) Targeted Globalization Workshops	H	H	L	Provide ad hoc export workshop using U-Expert modalities as needed by STAAC
g) Collaboration with Kennesaw State University Division of Global Affairs on Creation of Cross-Cultural Seminars	H	H	L	Close collaboration between KSU and GT in dissemination of cross-cultural material
h) Collaboration with Kennesaw State University India China America Ctr on Creation of Emerging Market	H	H	L	Leverag our KSU / ICA relationship to deliver ad hoc emerging markets

Opportunities Workshops for HBCUs				opportunities workshops for GT-Univ of So. Carolina HBCU partners
i) ExportU2 Initiative in collaboration with University of Georgia SBDC International Trade Center	H	H	L	Expand use of ExportU@ initiative to classroom at Georgia Tech
j) *Provide Ad Hoc Training to Georgia Tech Minority Business Dev. Agency (MBDA) in Trade Opportunities for Local Business	M	M	L	Use same program as above on an ad hoc basis for the MBDA GT-Based program
k) Provide Implementation Interface for Metro Export Plan with Georgia Tech Enterprise Innovation Institute (EI^2)	M	L	L	GT CIBER is member of the Metro Export Plan. Insure liaison with the various industrial, economic, technoinnovation components ofGT
l) *Global Commerce Internship Opportunities (Georgia Dept. of Econ. Development and Metro Atlanta Chamber)	M	L	L	Insure more GT student participation in this series of internship local opportunities
m) Leverage New GT Lorraine Technology Platform Institute Lafayette for Product Adaptation of Georgia Firms	H	M	L	Working with Enterprise Innovation Institute and various training program in entrepreneurship, seek projects focused on GA firms's product adaptation in European markets

Georgia Tech CIBER Administrative Structure (14-18)

CIBER Advisory Council Chair:
Dr. Y. Berthelot

CoB Office of the Dean
Dr. Maryam Alavi

Assessment Team
Dr. P. Shapira – PP
Dr. J. Gordon – Off. Of Assess
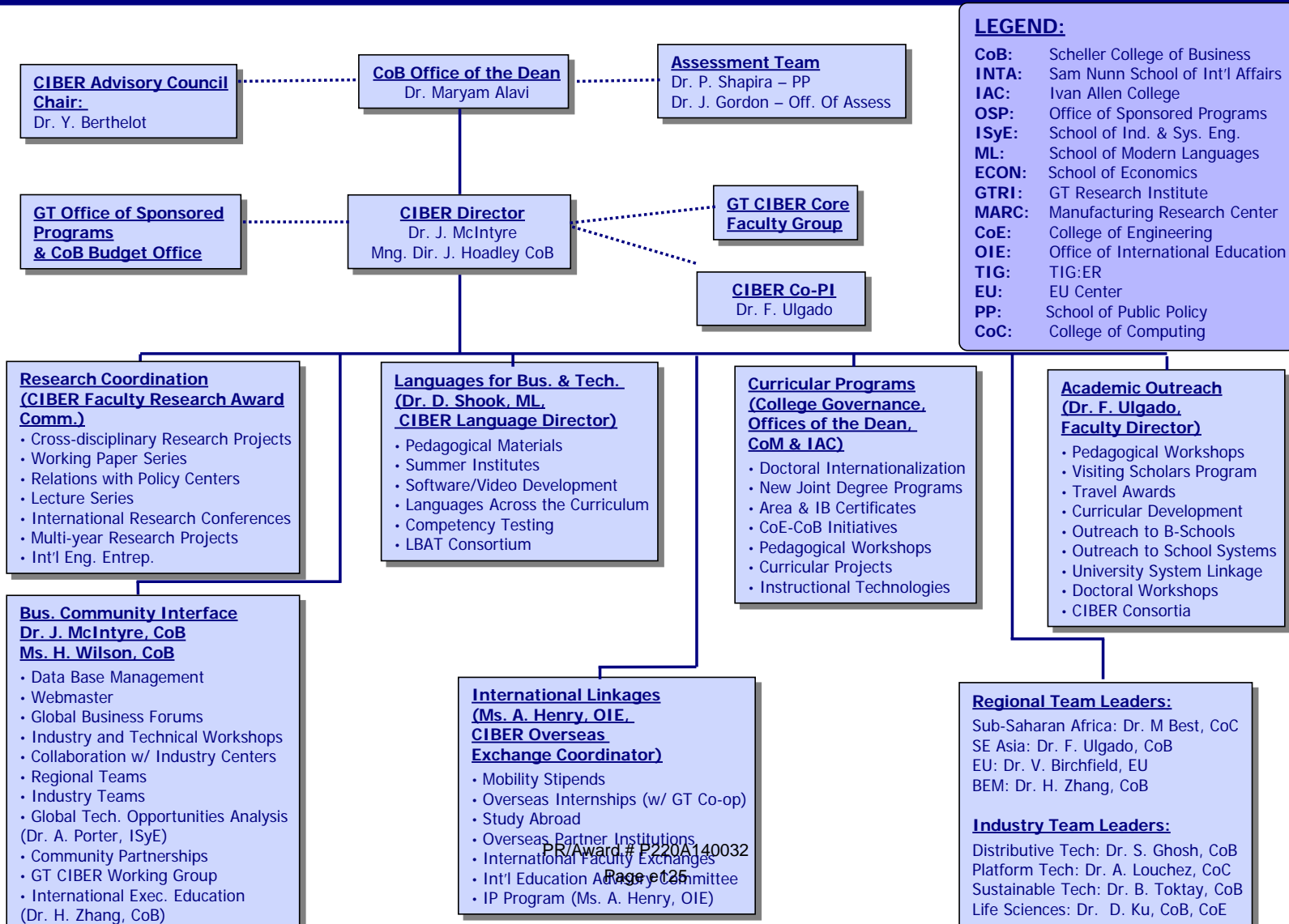
LEGEND:

CoB:	Scheller College of Business
INTA:	Sam Nunn School of Int'l Affairs
IAC:	Ivan Allen College
OSP:	Office of Sponsored Programs
ISyE:	School of Ind. & Sys. Eng.
ML:	School of Modern Languages
ECON:	School of Economics
GTRI:	GT Research Institute
MARC:	Manufacturing Research Center
CoE:	College of Engineering
OIE:	Office of International Education
TIG:	TIG:ER
EU:	EU Center
PP:	School of Public Policy
CoC:	College of Computing

**GT Office of Sponsored Programs
& CoB Budget Office**

CIBER Director
Dr. J. McIntyre
Mng. Dir. J. Hoadley CoB

GT CIBER Core Faculty Group

CIBER Co-PI
Dr. F. Ulgado

**Research Coordination
(CIBER Faculty Research Award Comm.)**
• Cross-disciplinary Research Projects
• Working Paper Series
• Relations with Policy Centers
• Lecture Series
• International Research Conferences
• Multi-year Research Projects
• Int'l Eng. Entrep.

**Languages for Bus. & Tech.
(Dr. D. Shook, ML,
CIBER Language Director)**
• Pedagogical Materials
• Summer Institutes
• Software/Video Development
• Languages Across the Curriculum
• Competency Testing
• LBAT Consortium

**Curricular Programs
(College Governance,
Offices of the Dean,
CoM & IAC)**
• Doctoral Internationalization
• New Joint Degree Programs
• Area & IB Certificates
• CoE-CoB Initiatives
• Pedagogical Workshops
• Curricular Projects
• Instructional Technologies

**Academic Outreach
(Dr. F. Ulgado,
Faculty Director)**
• Pedagogical Workshops
• Visiting Scholars Program
• Travel Awards
• Curricular Development
• Outreach to B-Schools
• Outreach to School Systems
• University System Linkage
• Doctoral Workshops
• CIBER Consortia

**Bus. Community Interface
Dr. J. McIntyre, CoB
Ms. H. Wilson, CoB**
• Data Base Management
• Webmaster
• Global Business Forums
• Industry and Technical Workshops
• Collaboration w/ Industry Centers
• Regional Teams
• Industry Teams
• Global Tech. Opportunities Analysis
(Dr. A. Porter, ISyE)
• Community Partnerships
• GT CIBER Working Group
• International Exec. Education
(Dr. H. Zhang, CoB)

**International Linkages
(Ms. A. Henry, OIE,
CIBER Overseas
Exchange Coordinator)**
• Mobility Stipends
• Overseas Internships (w/ GT Co-op)
• Study Abroad
• Overseas Partner Institutions
• International Faculty Exchanges
• Int'l Education Advisory Committee
• IP Program (Ms. A. Henry, OIE)

Regional Team Leaders:

Sub-Saharan Africa: Dr. M Best, CoC
SE Asia: Dr. F. Ulgado, CoB
EU: Dr. V. Birchfield, EU
BEM: Dr. H. Zhang, CoB

Industry Team Leaders:

Distributive Tech: Dr. S. Ghosh, CoB
Platform Tech: Dr. A. Louchez, CoC
Sustainable Tech: Dr. B. Toktay, CoB
Life Sciences: Dr. D. Ku, CoB, CoE

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

		2014-2015	2015-2016	2016-2017	2017-2018
I. Anchoring the Role of Applied Language and Intercultural Studies in a Globally-focused Technology University – Language					
a)	Establishment of an M.S. in Applied Language & Intercultural Studies	• Create program description and receive authorization from Graduate Programs Committee of Ivan Allen College	• Recruit faculty and develop course modules and materials	• Promote program and conduct first cohort	• Continue & Improve
b)	LBAT Summer Immersion program				
	i. Faculty Training Program - HBCU/MSI/Comm. College Shadowing	• Offer fellowships to select faculty to participate	• Prepare tor next year, promote, adjust and improve	• Offer fellowships to select faculty to participate	• Off year
	ii. Train to build sustainability framework into LBAT Summer Immersion Programs	• Recruit faculty	• Develop course materials and modules • Trial implementation	• Apply lessons learned and adjust	• Full implementation
c)	GIFT Collaborative In-Service Teacher Workshops in Summer Program	• Develop IB-focused content	• Recruit, select and place faculty in workshop openings	• Implement lessons learned and adjust	• Recruit larger cohort and implement
d)	Promote "Language Proficiency Designation" through the use of MOOCs				
	i. for GT Students Enrolled in International Plan Program	• Recruit or develop faculty and staff with MOOC development skills	• Faculty and Staff develop MOOC class materials	• Recruit students to enroll in MOOC, conduct first class	• Assess and apply lessons learned

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
ii. Creation of Language Learning MOOCs and Online Course Development in German, Korean, Arabic w/ Morehouse	• Connect GT and Morehouse faculty and academic professionals with appropriate skill sets	• Develop course materials and implement first test course	• Apply lessons learned and improve course content and structure	• Continue
e) Languages Across the Curriculum – Chinese, Korean, Russian, Japanese	• Faculty release for Chinese course development	• Faculty release for Korean Language Development	• Faculty release for Japanese Language Development	• Faculty release for Russian Development
f) Promote Language Teaching at GT Global Campus Locations	• Program at GT Lorraine	• Program in Panama and Costa Rica	• Program in Shenzhen	• Program in Singapore
g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages	• Develop and Implement Course in Spanish	• Develop and Implement Course in French	• Develop and Implement Course in German	• Develop and Implement Course in Mandarin
h) Georgia Tech International House & Living/Learning Community Experiment – Global Inquiries Program	• Develop and receive approval for program	• Pilot course and capture lessons learned	• Continue and Improve	• Continue
i) Create National Web-based Manual on Service Learning in Language and Culture	• Develop manual	• Promulgate	• Continue	• Continue
j) Build-in Service Learning in Major Language Courses	• Planning	• Planning	• Develop and Implement – Spanish	• Develop and Implement - Korean
k) Continue building legacy languages – Korean, Farsi, Portuguese, Chinese, Hindi	• Develop Korean Program	• Develop Farsi Program	• Develop Portuguese Program	• Develop Mandarin Program • Develop Hindi Program

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

		2014-2015	2015-2016	2016-2017	2017-2018
l)	Summer Language Immersion Camp with Morehouse and Georgia Perimeter College	• Develop Course • Implement Course	• Continue and improve	• Continue	• Continue
m)	CIBER Business Language consortium membership	• Regular Membership • Faculty Travel Support	• Regular Membership • Faculty Travel Support	• Planning Committee Membership • Faculty Travel Support	• Planning Committee Membership • Faculty Travel Support
n)	Development of Mobile Apps for Language Learning	• Planning	• Planning	• Identify Support Faculty • Task Student Developers	• Roll Out • Monitor use & Improve
II.	**Promoting International Specializations in Academic Offerings: From Breadth to Depth**				
a)	Certificate of Global Leadership with Beijing University of Post & Telecoms – EMBA – MOT & Global Business	• Course Development • Development Travel	• Implement	• Continue	• Continue
b)	Support International Business case development with Modern Languages, Economics, and International Affairs	• Planning	• Planning	• Case Development Phase 1	• Case Development Phase 2
c)	IB research opportunities under the Undergraduate Research Opportunities Program (UROP)	• Planning	• Planning	• Opportunities Development Phase 1	• Opportunities Development Phase 2
d)	Curricular Awards	• Select Awardees	• Select Awardees	• Select Awardees	• Select Awardees
e)	Enhancing the Capstone Experience of the GT-wide International Plan	• Planning	• Planning	• Capstone Enhancement for Engineering & Comp Sci	• Capstone Enhancement for Business & Liberal Arts

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

		2014-2015	2015-2016	2016-2017	2017-2018
f)	Develop African Affairs Regional Studies Certificate	• Planning	• Certificate Development and Approval	• Continue	• Continue
g)	Develop GT-Wide Undergraduate Certificate in Global Development with College of Engineering	• Certificate Development and Approval	• Implementation and Adjustment	• Continue	• Continue
h)	Cecil B. Day Program for Business Ethics – Collaborate on Biennial Global Governance Workshop	• Develop Workshop	• Hold Workshop	• Develop Workshop	• Hold Workshop
i)	Infuse Global Dimensions in Institute-wide Leadership Minor	• Planning	• Enhancement Phase 1	• Planning	• Enhancement Phase 2
j)	Infuse Global Content in new MS in Business Analytics; Joint Degree Program with Tsinghua University	• Course Development	• Course Development	• Continue	• Continue
k)	Offer Global Option for "X Degree" (Customized)	• Criteria Development	• Continue	• Continue	• Continue
l)	Apply Problem-Based Learning to Complex IB Problems in Ethics)	• Program Development	• Continue	• Continue	• Continue

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
m) Incentivize Creation of IB Special Topic Course in Undergraduate Honors Program	• Course Development	• Continue	• Continue	• Continue
n) Create Georgia-wide International Business Course Information Clearinghouse	• Planning	• Planning	• Development	• Promulgate
o) Leverage the Georgia Tech-HBCU Consortium to Provide Internships to MS-QCF Program	• Internship Development and Recruitment	• Recruitment	• Recruitment	• Recruitment
III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students				
a) Graduate Business School-specific Reciprocity Agreements (Africa, South/SE Asia	• Planning	• Agreements signed with South/SE Asian Institutions	• Planning	• Agreements signed with African Institutions
b) Summer Study Abroad Programs – Leverage GT Overseas Branch Campuses and Add Africa	• Program at GT Lorraine	• Program in Panama and Costa Rica	• Program in Shenzhen	• Program at African Locataion
c) MBA International Practicum Injection of Social Engagement, Leveraging GT Institute Lafayette	• GT Lorraine/Lafayette Institute Program Development	• Social Engagement Module Development	• Continue	• Continue
d) Widening Georgia Tech European Extension Campus Management Program – Year-long course offerings	• Course Development	• Continue	• Continue	• Continue

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
e) Global Engineering Immersion Program Certificate – GT Shenzhen, Lorraine, Singapore	• Shenzhen Program Developed and Implemented	• Lorraine Program Developed and Implemented	• Singapore Program Developed and Implemented	• Localize Shenzhen Program
f) Georgia Tech MS Supply Chain Engineering Singapore – Globalize Content	• Planning	• Planning	• Planning	• Course Content Developed and Implemented
g) Georgia Tech - Peking University Graduate Program Development – Add Cross-Cultural Training	• Planning	• Planning	• Planning	• Training Developed and Implemented
h) GT Costa Rica TIP Center and Panama LIRC Extend Research to Other Academic Areas with SC&LI	• Planning	• Planning	• Planning	• Research Conducted
i) EMBA Global Business: Leverage GT Overseas Campuses for Residencies	• Help add GT Lorraine location	• Help add GT Shenzhen location	• Help add Panama and Costa Rica locations	• Help add Singapore location
j) Faculty Travel Awards – Include HBCU/MSI and Community College Partners	• Select Awardees	• Select Awardees	• Select Awardees	• Select Awardees
k) Student Mobility Stipends - Include HBCU/MSI and Community College Partners	• Select Awardees	• Select Awardees	• Select Awardees	• Select Awardees
l) Consortial FDIB Overseas Tours				
i) China	• Select and send faculty	• Planning	• Select and send faculty	• Planning
ii) Latin America	• Planning	• Select and send faculty	• Planning	• Select and send faculty
iii) Japan (LEAD)	• Recruit partners	• Select partner universities • Conduct FDIB	• Recruit partners	• Refresh partner universities • Conduct FDIB

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
m) Georgia Tech Summer Study in Sub-Saharan Africa	• Develop and implement	• Develop and implement	• Develop and implement	• Develop and implement
IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Strengths				
a) Research Axes				
i. First Research Axis: Global Business Strategies for Sustainability	• Research Produced	• Research Produced	• Research Produced	• Research Produced
ii. Second Research Axis: Global Innovation and Entrepreneurship	• Research Produced	• Research Produced	• Research Produced	• Research Produced
iii. Third Research Axis: Governance & Ethical Practices in the Global Economy	• Research Produced	• Research Produced	• Research Produced	• Research Produced
iv. Fourth Research Axis: Cyber-security and Data Privacy in the Era of Ubiquitous Connectivity	• Research Produced	• Research Produced	• Research Produced	• Research Produced
b) CIBER Core Faculty & Expert Teams	• Meeting held	• Meeting held	• Meeting held	• Meeting held
c) Faculty Awards and Selection Committee	• Awardees Selected	• Awardees Selected	• Awardees Selected	• Awardees Selected
d) CIBER Visiting Scholar Program	• Visiting Scholars Hosted	• Visiting Scholars Hosted	• Visiting Scholars Hosted	• Visiting Scholars Hosted
e) Undergraduate Research Opportunities Program (UROP)—thesis option (international)	• Option added and participants recruited	• Participants recruited	• Participants recruited	• Participants recruited

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	**2015-2016**	**2016-2017**	**2017-2018**
f) Biennial Consortial Doctoral Workshops in Regional Economic Integration & International Entrepreneurship in Conj. with AIB Annual Conference	• Regional Economic Integration Workshop Held • MSI Faculty Participation Supported	• International Entrepreneurship Workshop Held • MSI Faculty Participation Supported	• Regional Economic Integration Workshop Held • MSI Faculty Participation Supported	• International Entrepreneurship Workshop Held • MSI Faculty Participation Supported
g) GT CIBER Working Paper Series (annual)	• Working Papers collected and promulgated	• Working Papers collected and promulgated	• Working Papers collected and promulgated	• Working Papers collected and promulgated
h) Biennial Multinational Enterprises and Sustainable Development (MESD) Consortium	• Planning	• Conference Held – International Location	• Planning	• Conference Held – International Location
i) China Goes Global Consortium – Outbound Chinese Investment – Implications for US Firms and Economy	• Conference Held – China	• Conference Held – Atlanta	• Conference Held- Europe	• Conference Held - Singapore
j) CIBER Faculty Research Colloquia (axis-driven)	• Colloquium Held – First Axis	• Colloquium Held – Second Axis	• Colloquium Held – Third Axis	• Colloquium Held – Fourth Axis
k) Lecture Series on Globalization, Sustainability and Governance	• 1 Speaker	• 1 Speaker	• 1 Speaker	• 1 Speaker
l) Seminar Series on Emerging Cyber Threats with Georgia Tech Information Security Center	• Seminars held	• Seminars held	• Seminars held	• Seminars held
m) Roundtable on Engineering Entrepreneurship Research – REER (annual)	• Roundtable held	• Roundtable held	• Roundtable held	• Roundtable held

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
n) International Patent Data Tracking Project – implications for competitiveness – in conjunction with TI:GER	• Project baseline	• Project continued	• Project continued	• Project continued
V. Blending Sustainability and Management Education: Producing Globally Responsible Managers				
a) Internationalization of Technology & Management Degree Program – (Capstone & International Experience)	• Capstone programs developed in Brazil and China	• International Experience developed in Europe	• Continue	• Continue
b) Program for Engineering Entrepreneurship: International Modularization	• Planning	• Planning	• Module Development Phase 1	• Module Development Phase 2
c) Seminars: Sharing Best Practices in Online Technology for the Global Business School w/ GT Center for 21st Century Universities	• Promote seminars	• Planning	• Promote Seminars	• Assessment
d) Internationalization of Deloitte Business Case Competition (Annual)	• Planning	• Case Development	• Assessment	• Planning
e) Support of Executive Masters in International Logistics (EMIL)	• Enhance existing course modules	• Enhance existing course modules	• Enhance existing course modules	• Enhance existing course modules
f) Expand international management exposure for non-management students	• Program development	• Planning	• Program development	• Assessment
g) Building Service Learning Focused on Sustainability Issues into Global Internship Program	• Planning	• Program enhancement Phase 1	• Planning	• Program enhancement Phase 2

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

		2014-2015	2015-2016	2016-2017	2017-2018
h)	Ideas 2 Serve (I2S) – Increase Participation by HBCU/MSI in Global Social Entrepreneurship	• Recruit HBCU/MSI participants	• Planning	• Recruit HBCU/MSI participants	• Planning
i)	Global Social Venture Competition – Partner with UC-Berkeley and GT ILE	• Sponsor competing team	• Planning	• Sponsor competing team	• Assess
j)	Georgia Tech Africa Information Communication Technology MOOC Education Initiative	• Program development	• Pilot group	• Implement lessons learned from pilot group	• Assess
VI.	**Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities**				
a)	Annual Georgia Tech CIBER Global Business Forum (XXII-XXV)	• Forum held	• Forum held	• Forum held	• Forum held
b)	Annual USA-India Business Summit (V-IX)	• Summit held	• Summit held	• Summit held	• Summit held
c)	Leverage GT European Platform to Reflect Joint US/French Commercial Innovation – Region-wide	• Planning	• 1st Company introduced	• 2nd Company Introduced	• Assess
d)	Building the Economic Dimension into Africa-Atlanta; An Annual Metro-wide GT Initiative	• Conference held with economic component	• Conference held with economic component	• Conference held with economic component	• Conference held with economic component
e)	Biennial Global Supply Chain: Markets and Opportunities with Georgia Ports Authority	• Planning	• Workshop held in Savannah	• Planning	• Workshop held in Savannah
f)	Development of International Business Incubator/Accelerator Model	• Planning	• Planning	• Research Conducted	• Model Formulated

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

		2014-2015	2015-2016	2016-2017	2017-2018
g)	Southeast US Consortium for Globalizing Business Education for HBCU/MSI & Comm. Colleges with University of South Carolina	• First conference held for partner institutions	• Second conference held	• Programs developed and approved at partner institutions	• New IB Programs implemented at partner institutions
h)	Global Logistics and Trade Pilot Project with Select HBCUs (Albany State, Savannah State, Bethune-Cookman)	• Sample course developed at pilot location	• Roll out at Savannah State University	• Roll out at Albany State University	• Roll out at Bethune-Cookman University
i)	Expansion of Georgia Tech's Long-Standing HBCU/MSI Initiative into International Business Education	• New programs developed and rolled out to member schools	• New programs developed and rolled out to member schools	• Assess	• Assess
j)	Development of Research University-Community College International Business Education Collaboration Model	• Consortium events held	• Consortium events held	• Consortium events held	• Consortium events held
k)	National District Export Councils Consortium Participation	• Annual conference held in Washington D.C.	• Annual conference held in Washington D.C.	• Annual conference held in Washington D.C.	• Annual conference held in Washington D.C.
l)	IMPACT Speaker Series, Combine with International Business Speaker Series	• 1 IB Speaker Added	• 1 IB Speaker Added	• 1 IB Speaker Added	• 1 IB Speaker Added
m)	Atlanta University Center Consortium (UCDC) Join GT Ivan Allen College Task Force	• AUC added to Westside Communities Task Force	• Task Force Meeting Held	• Task Force Meeting Held	• Task Force Meeting Held
n)	Ongoing partnership with US Export Assistance Center	• Minimum of three USEAC events held	• Minimum of three USEAC events held	• Minimum of three USEAC events held	• Minimum of three USEAC events held

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
o) GAVE Veterans' Entrepreneurship Training Enhancement of Global Training Modules in Conjunction with KSU Coles College	• IB course module developed and rolled out	• Continue	• Continue	• Continue
VII. Supporting Georgia's Global Competitiveness Goals				
a) Biennial Workshop in Global Technology Markets & Innovation (4 Industry Sectors) with Technology Association of Georgia (TAG)	• Workshop held and rolled out in Atlanta	• Assess	• Workshop updated and rolled out in Atlanta	• Assess
b) Deploy Pilot Programs Through 9 Regional Offices of GT EI2	• Planning	• Workshop offered at a minimum of four state locations outside Atlanta	• Planning	• Workshop offered at a minimum of four state locations outside Atlanta
c) Support for Under-Represented Students International Co-Op & Internship with Industry	• Minimum of 2 positions identified and filled	• Assess	• Minimum of 3 positions identified and filled	• Minimum of 4 positions identified and filled
d) Techno-Competitiveness Indicators and Geographic Mapping of Innovation Patterns (TPAC)	• Maps created	• Data gathering	• Maps created	• Assess
e) Global Cities Initiative and Competitive Regional Clusters (GTCQGRD and Metro Chamber)	• Planning	• Clusters data report created and promulgated	• Planning	• Clusters data report created and promulgated
f) *Southeastern Trade Adjustment Assistance Center (EI2) Targeted Globalization Workshops	• Workshops developed and held	• Workshop held	• Workshops updated and held	• Workshop held

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
g) Collaboration with Kennesaw State University Division of Global Affairs Confucius Center on Creation of Cross-Cultural Seminars	• Seminar created and held	• Seminar created and held	• Seminar created and held	• Seminar created and held
h) Collaboration with Kennesaw State University India China America Ctr on Creation of Emerging Market Opportunities Workshops for HBCUs	• Workshop created and held	• Workshop created and held	• Workshop created and held	• Workshop created and held
i) ExportU2 Initiative in collaboration with University of Georgia SBDC International Trade Center	• Initiative rolled out to undergraduate class	• Initiative rolled out to undergraduate and graduate class	• Initiative rolled out to undergraduate and graduate class	• Initiative rolled to undergraduate, graduate and non-degree class
j) Provide Ad Hoc Training to Georgia Tech Minority Business Dev. Agency (MBDA) in Trade Opportunities for Local Business	• Course created and rolled out	• Assess	• Course updated and rolled out	• Assess
k) Provide Implementation Interface for Metro Export Plan with Georgia Tech Enterprise Innovation Institute (EI²)	• Implementation plan created and promulgated	• Assess	• Planning	• Planning
l) Global Commerce Internship Opportunities (Georgia Dept. of Econ. Development and Metro Atlanta Chamber)	• Minimum of 2 opportunities developed and filled	• Assess	• Minimum of 2 opportunities developed and filled	• Assess

Appendix 2-D, IMPLEMENTATION TIMELINE AND MILESTONES

	2014-2015	2015-2016	2016-2017	2017-2018
m) Leverage New GT Lorraine Technology Platform Institute Lafayette for Product Adaptation of Georgia Firms	• Minimum of one company introduced to Institute	• Assess	• Minimum of two companies introduced to Institute	• Minimum of two companies introduced to Institute

APPENDIX 1 B

Biographical Profiles of Georgia Tech CIBER Faculty
(listed alphabetically by affiliation)

OFFICE OF THE PRESIDENT, GEORGIA INSTITUTE OF TECHNOLOGY

Berthelot, Yves   Vice Provost for International Initiatives, Steven A. Denning Chair in
Global Engagement, President of Georgia Tech Lorraine, and Professor
Ph.D., University of Texas at Austin, 1985
M.Sc., University of Southampton, United Kingdom, 1982
Ingénieur, Université de Technologie de Compiègne, France, 1981

As an integral member of the Office of the Provost's leadership team, Yves Berthelot directs the Institute's global strategy, international education activities and engagement in research, education, and economic development. He also will collaborate with all campus units to ensure the Institute's global efforts in education and research meet the highest standards of excellence.

In announcing his appointment, Provost and Executive Vice President for Academic Affairs Rafael L. Bras cited Berthelot's role in the growth of the Georgia Tech-Lorraine campus, where the mission is to support the Institute's collaborations in higher education, research and economic development with French and EU partners. One of the five main goals of the strategic plan is to expand Georgia Tech's global footprint and to ensure that the Institute is graduating good global citizens. More than 40 percent of all Georgia Tech students graduate with international work, study or research experience, which prepares them for leadership roles in their careers and communities.

Bras, Rafael   Provost and Executive Vice President for Academic Affairs
K. Harrison Brown Family Chair
Sc.D. Massachusetts Institute of Technology
M.S.   Massachusetts Institute of Technology
B.S.   Massachusetts Institute of Technology

Dr. Bras is the provost and executive vice president for Academic Affairs at the Georgia Institute of Technology. He is a professor in the School of Civil and Environmental Engineering and School of Earth and Atmospheric Sciences. He holds the K. Harrison Brown Family Chair. Prior to becoming provost, Dr. Bras was Distinguished Professor and Dean of the Henry Samueli School of Engineering of the University of California, Irvine. Prior to joining UCI he was a professor in the departments of Civil and Environmental Engineering and Earth, Atmospheric and Planetary Sciences at MIT. He is past Chair of the MIT Faculty, former head of the Civil and Environmental Engineering department and Director of the Ralph M. Parsons Laboratory at MIT. He has served as advisor to many government and private institutions including: Advisory Board, Engineering Directorate, NSF; Board of Atmospheric Sciences and Climate, National Research Council; Chairman, Earth Systems Sciences and Applications Committee of NASA and the NASA Advisory Committee; Advisory to departments at Cornell university, Princeton university, Johns Hopkins, Technion, RPI, University of Puerto Rico; University of California-Irvine; Fundacion Chile; Instituto Veneto; Stockholm Water Foundation and Prize; Clarke prize.

Peterson, G.P. "Bud" President, Georgia Institute of Technology
　　　　　　　　　　　Ph.D. Mechanical Engineering, Texas A&M University
　　　　　　　　　　　M.S. Engineering, Kansas State University
　　　　　　　　　　　B.S. Mathematics, Kansas State University
　　　　　　　　　　　B.S. Mechanical Engineering, Kansas State University

Dr. G.P. "Bud" Peterson is the eleventh president of the Georgia Institute of Technology. In this capacity he oversees a top-ten public research university with more than 21,000 students and more than $600 million in sponsored funding. Throughout his career, Dr. Peterson has played an active role in helping to establish the national education and research agendas, serving on numerous industry, government, and academic task forces and committees. A distinguished scientist, Dr. Peterson was selected in 2008 by President George W. Bush to serve on the National Science Board through 2014. The Board oversees the National Science Foundation and advises the President and Congress on national policy related to science and engineering research and education. He has served as a member of a number of congressional task forces, research councils, and advisory boards, including the Office of Naval Research, the National Aeronautics and Space Administration, the Department of Energy, the National Research Council, and the National Academy of Engineering. In addition, he has served as a member of the Board of Directors and vice president for education for the American Institute of Aeronautics and Astronautics and is currently serving as a member of the National Science Board, co-chair of the Government Relations Committee of the Association of Public and Land-grant Universities, as a member of the U.S. Council on Competitiveness, and was recently appointed as a member of the National Advisory Council on Innovation and Entrepreneurship.

GT CIBER

McIntyre, John R.　　　Executive Director, Georgia Tech CIBER
　　　　　　　　　　　Professor of Management and International Affairs
　　　　　　　　　　　Ph.D. University of Georgia
　　　　　　　　　　　M.P.A. Northeastern University
Dr. McIntyre is the founding Director of the Georgia Tech CIBER. He holds his primary appointment in the Scheller College of Business and a courtesy appointment in the Sam Nunn School of International Affair. His research interests and expertise lie in international business strategy, comparative management, international trade regulations, regional economic integration, business education in emerging countries, the Chinese firm, sustainable development and the multinational enterprise, and international economic relations. He is a senior fellow of the East-West Trade Policy Center of the University of Georgia and a member of the Board of Directors of the Atlanta World Trade Center. Recipient of the State of Georgia Governor s Award for International Education he also served as a Research Associate for International Management at the Dean Rusk Center of the University of Georgia Law School. He was a member of the U.S. Expert Task Force of the Delegation of the European Communities Commission. Dr. McIntyre has extensive experience designing and implementing international business education programs, and as a consultant to U.S., Japanese, and European multinational firms. He has been a guest editors for recent special issues in The Multinational Business Review, Chinese Culture and Management, Chinese Management Studies.

Hoadley, James   Associate Director, Georgia Tech CIBER
                    D.B.A. Grenoble Ecole de Management (in progress)
                    M.B.A. Georgia Institute of Technology
                    B.S., Graduate Certificate, University of South Carolina

Mr. Hoadley brings extensive personal experience to the Georgia Tech CIBER. He lived in Japan for nearly eight years, and also worked as Human Resources manager for a Japanese- owned auto parts supplier in South Carolina before coming to Georgia Tech. He has an MBA from Georgia Tech and a graduate diploma in foreign language teaching and B.A. in international studies from the University of South Carolina. He is currently enrolled in a DBA program at Grenoble Ecole de Management with a thesis topic of technology adoption. He is fluent in Japanese, and has extensive expertise in Asian business. He has taught many courses including the undergraduate level International Business, Advanced Topics in International Business courses, and the MBA-level International Practicum. He has also taught at Grenoble Ecole de Management in France.

Ulgado, Francis M.   International Business Faculty Research Director, Georgia Tech CIBER
                    Associate Professor of Marketing
                    Ph.D. University of Illinois at Urbana-Champaign
                    M.B.A., M.A. University of Hawaii at Manoa

Dr. Ulgado has interests in international business and marketing, cross-cultural consumer behavior, multinational firm behavior, global strategy, and the economics of the Pacific Rim. He has a certificate from the Pacific Asian Institute, and has extensive consulting and teaching experience. He has published articles in the Management International Review, International Business Review, International Marketing Review, Journal of International Marketing, and others. Dr. Ulgado is a member of the Academy of International Business, the American Marketing Association, and the International Trade and Finance Association

Dr. Ulgado serves as Co-PI for the CIBER grant application.

REVIEW AND EVALUATION

Shapira, Philip   Professor of Public Policy
         Director of GT Program in Science, Technology and Innovation Policy
         Ph.D., M.A. University of California, Berkeley
         M.C.P. Massachusetts Institute of Technology

Philip Shapira is a Professor in the School of Public Policy at Georgia Institute of Technology and Professor of Management, Innovation and Policy with the Manchester Institute of Innovation Research, Manchester Business School, University of Manchester. His interests encompass science and technology policy, economic and regional development, innovation management and policy, industrial competitiveness, technology trajectories and assessment, innovation measurement, and policy evaluation. Prof. Shapira currently directs research programs on nanotechnology research and innovation systems assessment (as part of the Center for Nanotechnology in Society CNS-ASU) and on organizational influences on highly creative scientific research. He is co-editor (with R. Smits and S. Kuhlmann) of Innovation Policy: Theory and Practice. An International Handbook (Edward Elgar, 2010). Prof. Shapira is a director of the Georgia Tech Program in Science, Technology and Innovation Policy.

University of Reading

Narula, Rajneesh John H Dunning Chair Professor
         Ph.D. Rutgers, The State University of New Jersey-Newark
         MBA Rutgers, The State University of New Jersey-Newark
         B. Eng. Ahmadu Bello University

Prof. Narula's research and consulting have focused the internationalization of innovation, R&D alliances, and the role of multinational firms in industrial development.

He is the author or editor of nine books, including Globalization and Technology, Multinationals and Industrial Competitiveness (with John Dunning), Understanding FDI-assisted Economic Development (with Sanjaya Lall, Routledge), Multinationals on the Periphery (with Gabriel Benito, Palgrave). His publications have appeared in leading journals, including the Journal of International Business Studies, Oxford Development Studies, Research Policy, Journal of Management Studies and Management International Review. His 2003 book on Globalization and Technology has been translated and published in Chinese and Arabic.

Prof. Narula was Editor-in-chief of the European Journal of Development Research from 2009-2013. He serves (or has served) on the editorial boards of the Journal of International Business Studies, Journal of International Management, and Management International Review.

Gordon, Jonathan   Director, Georgia Tech Office of Assessment
Ph.D. University of North Carolina at Chapel Hill
M.A. University of North Carolina at Chapel Hill
B.A. University of Toronto

Jonathan received his Bachelor's degree from the University of Toronto in 1988 and promptly enrolled in the graduate program in political science at the University of North Carolina at Chapel Hill. After receiving his Ph.D. in 1996, he worked as a post-doctoral research associate in the UNC Office of Institutional Research

Soon after relocating to Atlanta, Jonathan joined the University System of Georgia as a research associate studying University System distance education programs. He later worked in the System Office of Strategic Research and Analysis where he helped create a student-level data collection for financial aid and served as System coordinator for the 2001 Student Opinion Survey. In October 2002 he joined the Office of Assessment staff at Georgia Tech. He is very happy to be here, but will still root for the Tar Heels.

Relevant Work Experience

Research Associate, Georgia Board of Regents, Office of Strategic Research and Analysis
Research Associate, Georgia Board of Regents, Office of Information and Instructional Technology
Post-Doctoral Research Associate, Office of Institutional Research, University of North Carolina at Chapel Hill
Statistical Consultant, North Carolina Mathematics and Science Education Network

SCHELLER COLLEGE OF BUSINESS

Maryam Alavi   Incoming Dean – Scheller College of Business
Ph.D. in Management Information System, Ohio State University
Masters in Computer Science, Ohio State University

Dean Alavi served as John and Lucy Cook Chair in Information Strategy at Emory. During her tenure at the Goizueta Business School, she served in multiple leadership positions, provided strategic direction for several academic programs, and assembled a world-class faculty with a leading-edge research and teaching portfolio.

Dean Alavi's research and thought leadership in technology-mediated learning were the guiding forces behind the development of Goizueta Business School's Modular Executive MBA format. She is also the architect of the concepts and approach forming the leadership development curriculum across the School's educational programs.

Blum, Terry C.   Tedd Munchak Professor of Organizational Behavior
                           Director, Institute for Leadership and Entrepreneurship
                           Ph.D. Columbia University

Terry Blum is the founding director of Georgia Tech's Institute for Leadership and Entrepreneurship (ILE), an interdisciplinary unit that develops individual and organizational leadership capabilities for economic growth, social responsibility, and environmental sustainability. ILE's curriculum and activities increase students' attentiveness to the critical cultural, economic, environmental and social issues they will face as they advance in their chosen professions, preparing them to be more effective leaders in an increasingly complex world.

Blum also holds the Tedd Munchak Chair and is a professor in Georgia Tech's business school, the College of Management, where she served as dean for seven years (1999–2006). Blum has served as an advisor or director for several entrepreneurial endeavors including: Stanford's Roundtable on Engineering Entrepreneurship Education; a non-profit accelerator for women's entrepreneurship, Project Tsunami's Global Brain Trust (partially funded by the Kauffman Foundation); the non-profit board of the Georgia Tech Technology Ventures (GATV), which facilitates the transfer of technology from Georgia Tech and other research universities; and Georgia Tech's Economic Development Institute (EDI). She participated as an organizer and director of a de novo community bank, Midtown Bank and Trust. She currently serves on the boards of the Community Foundation of Morgan County and MedShare International, a not-for-profit venture that creates value and improves health through the collection of surplus medical supplies and equipment for distribution to developing countries.

Butler, Seletha   Assistant Professor of Business Law and Ethics
                           M.B.A., Georgia Institute of Technology
                           J.D., Harvard Law School
                           B.S., The University of Alabama

Seletha Butler joined Georgia Institute of Technology's Scheller College of Business as an assistant professor of business law and ethics in July 2011. Prior to joining Scheller, Professor Butler spent fourteen years, collectively, with global law firms in Atlanta and Chicago and one of the nation's largest commercial banking organizations. During her tenure in private law practice and corporate America, Professor Butler's legal practice focused on complex domestic and global commercial transactions, including acquisitions and divestitures, joint ventures, strategic alliances, technology licensing, and outsourcing, and corporate governance matters. Professor Butler's research agenda focuses on corporate governance issues specifically the structure, obligations, and activities of boards of directors (including board diversity). She teaches courses involving the intersection of business, law, ethics, and policy, including developing a Corporate Governance course for undergraduate students for which she received the Scheller Professor of the Year Award—Elective Business Courses (2013) on her first semester teaching the course.

Ceccagnoli, Marco   Assistant Professor of Strategic Management
                     Ph.D. Carnegie Mellon University

Marco Ceccagnoli research centers on the economics and management of innovation and intellectual property. In particular, he focuses on topics such as the analysis of appropriability strategies and their relationship with market structure and business strategy; the intra and inter-industry analysis of innovation incentives, productivity, and performance; the determinants of market and non-market mediated exchanges of knowledge and technology.

His research has received international awards, such as the William W. Cooper Doctoral Dissertation Award in Management or Management Science, the European Association for Research in Industrial Economics Award, the Best Doctoral Dissertation Award (runner-up) of the Academy of Management (TIM Division), and the ICIS best paper award (runner-up). He has published articles in the Journal of Industrial Economics, Management Science, Strategic Management Journal, International Journal of Industrial Organization, Journal of Economics and Management Strategy, Industrial and Corporate Change, IEEE Transactions in Engineering Management, MIS Quarterly, Advances in the Study of Entrepreneurship, Innovation, and Economic Growth, as well as chapters in edited book volumes for MIT Press, Kluwer Academic Publishers, and the Palgrave Encyclopedia of Strategic Management. He is a member of the Editorial Review Board of the IEEE Transactions in Engineering Management and the European Management Review (official journal of the European Academy of Management).

Clarke, Jonathan   Associate Professor
                    Associate Dean, Undergraduate Programs
                    Ph.D. University of Pittsburgh

Jonathan Clarke is the Associate Dean for Undergraduate Programs and an Associate Professor of Finance in the College of Business. He received his PhD from the Katz Graduate School of Business at the University of Pittsburgh. His undergraduate degrees are in Mathematics and Economics from Indiana University in Bloomington. His research has been presented at a number of conferences including the American Finance Association, Western Finance Association, the Utah Winter Finance Conference, and the North American Winter Meeting of the Econometric Society.

Dr. Clarke's work has been published in the Journal of Finance, Journal of Financial Economics, Management Science, the Journal of Financial and Quantitative Analysis, the Journal of Business, the Journal of Banking and Finance, Annals of Finance, Journal of Empirical Finance, and the Journal of Corporate Finance. His paper titled "Long-Run Performance And Insider Trading In Completed And Canceled Seasoned Equity Offerings" won the 2001 William F. Sharpe award for best published paper in the Journal of Financial and Quantitative Analysis.

Dr. Clarke is an award winning teacher. He was voted the 2009 MBA Core Professor of the Year, was a 2009 Hesburgh Award teaching fellow, and received the 2010 James F. Frazier, Jr. Award for Teaching Excellence. He has taught in custom programs for NCR, Clorox, Lockheed Martin, and the National Football League. Dr. Clarke is a director of the Eastern Finance Association, on the editorial board of The Financial Review, and edits the Handbook of Modern Finance.

Dhooge, Lucien Sue and John Staton Professor of Law
        Area Coordinator for Law and Ethics
        LL.M. Georgetown University Law Center
        J.D. University of Denver College of Law

After completing an undergraduate degree in history at the University of Colorado in 1980, Professor Dhooge attended the University of Denver, College of Law where he received his Juris Doctor in 1983. He received his LL.M. in 1995 from the Georgetown University Law Center where he specialized in international and comparative law. Prior to coming to the Scheller College of Business, Professor Dhooge spent eleven years in private law practice and twelve years serving on the faculty of the University of the Pacific in California. Professor Dhooge teaches international business law, real estate law and ethics and serves as area coordinator for the law and ethics group.

Professor Dhooge has authored more than fifty scholarly articles and co-authored ten books. He has delivered more than one hundred-twenty presentations throughout the United States and Europe and has extensive international teaching experience in Asia, Europe, and South America. Professor Dhooge is the recipient of numerous research awards given by the Academy of Legal Studies in Business, including seven Ralph C. Hoeber Awards recognizing excellence in research.

Ghosh, Soumen Professor of Operations Management
        Faculty Director, Non-degree & Corporate Executive Education Programs
        Ph.D., M.A., M.S. Ohio State University

Soumen Ghosh is a Professor of operations and supply chain management in the Scheller College of Business at Georgia Institute of Technology (Georgia Tech). He is also the Faculty Director for non-degree and custom executive education programs for corporate customers. He formerly served as the Director of the Center for Quality and Change Leadership at Georgia Tech for eight years. His primary areas of expertise are in supply chain excellence capability development, supply chain executive leadership development, operations and supply chain strategy for competitive advantage, global supply chain and operations/ manufacturing capability development, and strategic supply chain infrastructure development.

He is also the Academic Director of supply chain excellence executive education programs for corporate customers. Professor Ghosh also serves on the Editorial Boards of several leading academic journals in the operations and supply chain management field, and his research has been published in several scholarly journals – he has published over 100 papers and conference proceedings in the overall operations and supply chain domain.

Graham, Stuart   Assistant Professor of Strategic Management
                          Ph.D. University of California at Berkeley
                          J.D. State University of New York, Buffalo
                          M.B.A. State University of New York, Buffalo
Dr. Stuart Graham is an assistant professor of business strategy at the Scheller College of Business at Georgia Tech. He teaches and conducts research on the economics of the patent system, intellectual property (IP) strategies, IP transactions, and the relationship of IP to entrepreneurship and the commercialization of new technologies. Dr. Graham received his PhD at the University of California, Berkeley, and holds other advanced degrees in Law (JD), Business (MBA), and Information Systems (MA). An attorney licensed in New York State, he has written on companies' IP and litigation strategies, patenting by hi-tech startups and entrepreneurs, and comparisons of the US and European patent systems. His research has been published in the journal Science, the MIT-Sloan Management Review, Management Science, the Journal of Economic Perspectives, and the Berkeley Technology Law Journal, among other venues. During 2010-2013, Dr. Graham served as the first Chief Economist of the U.S. Patent and Trademark Office (USPTO) in the Department of Commerce, where he created and managed a team of professional economists conducting analysis of the U.S. innovation system.

Higgins, Matthew   Imlay Professorship of Strategic Management
                        Ph.D. Emory University
                        M.A. University of Akron

Dr. Matthew J. Higgins joined the strategic management faculty in 2005. His research interests center primarily on firm responses to productivity changes (and challenges) and the performance implications of these decisions. In particular, he focuses on mergers and acquisitions; strategic alliances; and, the nature of the agreements underlying these relationships. Most of this research has been conducted within the context of the pharmaceutical industry. His research has been accepted for publication in a diverse range of leading journals including Science, Journal of Financial Economics, and Review of Economics and Statistics.

Ku, David   Lawrence P. Huang Chair in Strategic Management
                   M.D. Emory University
                   Ph.D., M.S. Georgia Institute of Technology

Dr. Ku is the Lawrence P. Huang Professor of engineering entrepreneurship, a Regents' Professor of mechanical engineering, professor of strategic management and director of the Center for Entrepreneurship's engineering entrepreneurship program. He has an active interest in peripheral vascular pathology and unsteady, three dimensional fluid dynamics. Additional studies involve the development of a tissue-engineered vascular graft. Dr. Ku's work is supported by the National Institute of Health, the National Science Foundation, the American Heart Association, and the Whitaker Foundation. His collaborative work is performed with Emory University, Worcester Polytechnic Institute, and the Swiss Federal Institute of Technology in Lausanne, Switzerland.

Malhotra, Naresh   Regents Professor Emeritus of Marketing
                   Ph.D., M.S. State University of New York at Buffalo
                   MBA Indian Institute of Management

Dr. Naresh K. Malhotra is Senior Fellow, Georgia Tech CIBER and Regents' Professor Emeritus, Scheller College of Business, Georgia Institute of Technology, USA. He is listed in Marquis Who's Who in America continuously since 51st Edition 1997, and in Who's Who in the World since 2000. He received the prestigious Academy of Marketing Science CUTCO/Vector Distinguished Marketing Educator Award in 2005. In 2010, he was selected as a Marketing Legend and his refereed journal articles were published in nine volumes by Sage with tributes by other leading scholars in the field. In 2011, he received the Best Professor in Marketing Management, Asia Best B-School Award. He was selected to receive the Hind Rattan Award in 2012.

He has published more than 125 papers in major refereed journals, including the Journal of Marketing Research, Journal of Consumer Research, Marketing Science, Management Science, Journal of Marketing, Journal of Academy of Marketing Science, Journal of Retailing, Journal of Health Care Marketing, and leading journals in Statistics, Management Science, Information Systems, and Psychology. In addition, he has also published numerous refereed articles in the proceedings of major national and international conferences. Several articles have received best paper research awards. He has traveled and taught in 33 countries. His book entitled Marketing Research: An Applied Orientation, Sixth Edition, was published by Prentice-Hall, Inc. in 2010. This book has been translated into Chinese, Spanish, Russian, Portuguese, Hungarian, French, Bahasa Indonesia, and Japanese. In addition to the eight translations, this book also has several English editions including North America, International, Europe, India, and Australia & New Zealand.

Rothaermel. Frank T.	The Angel and Stephen M. Deedy Associate Professor of Strategic Management
	Sloan Industry Studies Fellow
	Ph.D. University of Washington
	M.B.A. Brigham Young University
	M.A. Gerhard-Mercator University [Germany]

Frank's research interests lie in the areas of strategy, innovation, and entrepreneurship. To inform his research he has conducted extensive field work and executive training with leading corporations such as Amgen, Daimler, Eli Lilly, Equifax, GE Energy, GE Healthcare, Hyundai Heavy Industries (South Korea), Kimberly-Clark, Microsoft, McKesson, NCR, Turner (TBS), UPS, among others. BusinessWeek named Frank one of Georgia Tech's Prominent Faculty in their national survey of business schools. The Kauffman Foundation views Frank as one of the world's 75 thought leaders in entrepreneurship and innovation.

Frank has published over 25 articles in leading academic journals such as the Academy of Management Journal, Academy of Management Review, Organization Science, Strategic Management Journal, and elsewhere. Some of his academic articles are highly cited. Frank currently serves (or served) on the editorial boards of the Academy of Management Journal, Academy of Management Review, Organization Science, Strategic Management Journal, and Strategic Organization. Frank regularly translates his research findings for wider audiences in articles in Forbes, MIT Sloan Management Review, Wall Street Journal, and elsewhere.

Singhal, Vinod	Associate Dean, MBA Programs
	Dr. Alfred F. and Patricia L. Knoll Professor of Operations Management
	Area Coordinator for Operations Management
	Ph.D., M.S. University of Rochester
	M.B.A. Indian Institute of Management

Dr. Singhal's teaching interests include manufacturing strategy, measuring manufacturing performance, and activity-based costing. His research interests include justification of new technologies, measuring the financial impact of manufacturing strategies, total quality management, and design of activity-based cost systems. Dr. Singhal's other areas of specialty involve the justification of new technology and total quality management. He has also worked as a senior research scientist in the private sector.

Subramanian, Ravi   Steven A. Denning Professor of Technology & Management;
                     Faculty Director, Denning Technology & Management Program;
                     Associate Professor of Operations Management;
                     PhD Coordinator, Operations Management
                     Ph.D. University of Michigan
                     M.B.A. IIT, Bombay

Ravi's research interests are at the intersections of operations/supply chain decisions and environmental sustainability, with recent interests in human/societal sustainability and healthcare operations. His research interfaces operations/supply chain management with public policy, strategy, marketing, and industrial ecology, and spans three categories: (1) strategic responses to environmental legislation in supply chains; (2) closed-loop supply chain management; and (3) market value and effectiveness of corporate sustainability efforts. Ravi's research has been published in Journal of Industrial Ecology, Journal of Operations Management, Production and Operations Management, and Manufacturing and Service Operations Management, and has been cited in Bloomberg Business Week, Forbes, Reuters, and Yahoo Finance, among others. Ravi received the inaugural Paul Kleindorfer Award in Sustainability in 2012, which recognizes "young scholars who have distinguished themselves through the breadth and innovativeness of their scholarly work on questions related to sustainable operations and the social and environmental impact of business."

Ravi's teaching interests are in core operations/supply chain management concepts and in the relationship between operations/supply chain decisions and economic, environmental, and societal sustainability. Ravi has prior business experience in operations strategy, manufacturing planning, and ERP implementation. He has also engaged in collaborative NSF Small Business Innovation Research (SBIR)-funded work with UrjaNet – a Georgia Tech Advanced Technology Development Center (ATDC) startup offering solutions in the Energy domain. UrjaNet has been selected for NSF's prestigious Innovation Accelerator program.

Thursby, Marie C.   Hal and John Smith Chaired Professor of Entrepreneurship
                     Executive Director, TI:GER
                     Ph.D. University of North Carolina at Chapel Hill

Dr. Marie Thursby is a Professor of Strategy and Hal & John Smith Chair in the Georgia Tech's College of Management and founding Director of the NSF-funded graduate program Technological Innovation: Generating Economic Results (TI:GER).
She is a research associate of the National Bureau of Economic Research and has published over 80 articles on various topics including the economics of innovation, the role of universities in innovation systems, multinational R&D decisions, and how incentive systems created by government and other institutional policies affect inventive effort, as well as the disclosure and diffusion of scientific discoveries. Her work has been published in journals such as Science and the American Economic Review, and she serves on the editorial board of journals including Management Science, the Journal of Economic Behavior and Organization, and Research Policy. She has received research funding from the Alan and Mildred Peterson Foundation, the Alfred P. Sloan Foundation, the Ewing Marion Kauffman Foundation, the National Institutes of Health, and the National Science Foundation.

Toktay, Beril   Professor of Operations Management, Brady Family Chair, and
       ADVANCE Professor;
       Faculty Director, Center for Business Strategies for Sustainability
       Ph.D. Massachusetts Institute of Technology
       M.S. Purdue University

Beril Toktay holds the Brady Family Chair and is Faculty Director of the Center for Business Strategies for Sustainability, Professor of Operations Management and ADVANCE Professor. Her primary research areas are sustainable operations and supply chain management. Professor Toktay's research has been funded by several National Science Foundation grants and has received distinctions such as the 2010 Brady Family Award for Faculty Research Excellence, first prize in the 2005 and 2006 POMS Wickham Skinner best unpublished paper competitions, and finalist in the EURO 2003 paper competition. Her research articles have appeared in refereed journals such as Management Science, M&SOM, Operations Research, Production and Operations Management and Industrial Ecology. Professor Toktay served as the Coordinator of the Georgia Tech Focused Research Program on Closed-Loop Production Systems, an interdisciplinary group of faculty from Management, Engineering and Public Policy interested in sustainable manufacturing.

Professor Toktay is Area Editor (Environment, Energy and Sustainability) for Operations Research, and Co-Editor of the M&SOM Special Issue on the Environment. She serves as Associate Editor for Management Science and M&SOM. She served as the President of the M&SOM Society and the VP of Finance of the POM Society. At Georgia Tech, she serves as the Scheller College of Business ADVANCE Professor, a role that is focused on supporting the advancement of women in academia.

Wu, D. J.   Professor of Information Technology Management
       Ph.D. University of Pennsylvania

Dr. Wu's research has been centered on enterprise information technology (EIT), both on the supply side and on the demand side. EIT is a general purpose technology and is well known to be the engine of economic growth. His current research focuses on the economics of enterprise information technology, including enterprise software platforms, contracting and procurement auctions, emerging business models for software commercialization, and economics of cloud computing.

Dr. Wu has over 23 articles published or forthcoming in leading academic journals including Management Science, Information Systems Research, Manufacturing and Service Operations Management (M&SOM), MIS Quarterly, and Journal of Management Information Systems. In addition, he has published 1 book (edited research volume) and over 20 refereed articles in premier academic conferences (ICIS and HICSS) in his field. Dr. He has been awarded over 23 grants and contracts for a total of over one million US dollars.

Dr. Wu serves on the editorial boards of three premier academic journals: as an associate editor for Management Science (IS), Manufacturing and Service Operations Management (IT and Operations Interface), and as a senior editor for Production and Operations Management (Management of Technology). He served on the Special Issue Editorial Board of Information Systems Research (2007), and guest edited for Journal of Management Information Systems (2012).

Dr. Wu received the Management Science Editor-in-Chief Certification of Appreciation in 2008, and the Management Science Associate Editor Meritorious Service Award in 2010 and in 2013.

Zhang, Han   Associate Professor
Ph.D. University of Texas at Austin
M.A. Texas A&M University

Han Zhang is an Associate Professor in Information Technology Management. He is also an affiliate research faculty member of the Center for Research in Electronic Commerce at the University of Texas at Austin. His research focuses on economics of information technology, online trust related issues and intermediaries, online payment methods, and the evolution of electronic markets. He was one of the founding members to initiate the China Summer Workshop on Information Management (CSWIM 2007) in 2007. He was the Program Co-Chair of the Sixth Workshop on e-Business (WeB) in 2007. He was also the workshop Co-Chair of the Fourth China Summer Workshop on Information Management (CSWIM 2010) and the Program Co-Chair of the 14th Pacific Asia Conference on Information Systems (PACIS 2010). Dr. Zhang serves on the editorial board of Decision Support Systems, Electronic Commerce Research & Applications and Pacific Asia Journal of the Association for Information Systems.
Dr. Zhang's research work has appeared in various academic journals including Information Systems Research, MIS Quarterly, Journal of Management Information Systems, Decision Support Systems, Journal of Organizational Computing and Electronic Commerce, and Information Systems Frontiers.

THE IVAN ALLEN COLLEGE

Office of the Dean

Royster, Jacqueline   Dean, Ivan Allen College of Liberal Arts

Dr. Royster is Dean of Georgia Tech's Ivan Allen College of Liberal Arts. She holds the Ivan Allen Jr. Dean's Chair in Liberal Arts and Technology, and is Professor of English in the School of Literature, Communication, and Culture.
A graduate of Spelman College in Atlanta, Royster earned an M.A. and D.A. in English from the University of Michigan. Her research centers on rhetorical studies, literacy studies, and women's studies, areas in which she has authored and co-authored numerous articles and book chapters.
She is the author of three books: Southern Horrors and Other Writings: The Anti-Lynching Campaign of Ida B. Wells-Barnett (1997), Traces of a Stream: Literacy and Social Change among African American Women (2000), and Profiles of Ohio Women, 1803-2003 (2003).
She co-authored Feminist Rhetorical Studies: New Horizons in Rhetoric, Composition, and Literacy Studies (2012). She co-edited Double-Stitch: Black Women Write about Mothers and Daughters (1991) and Calling Cards: Theory and Practice in the Study of Race, Gender, and Culture (2005) and edited a textbook for college writing courses, Critical Inquiries (2003).

Prior to joining Georgia Tech in 2010, Royster served as Senior Vice Provost and Executive Dean of the Colleges of Arts and Sciences for The Ohio State University (OSU).

School of Modern Languages

Shook, David   Interim Chair, School of Modern Languages
Professor
Ph.D. University of Illinois (Urbana/Champaign)
M.A. University of Georgia

Dr. David J. Shook is associate professor of Spanish, and associate chair of Undergraduate Studies in the School of Modern Languages. He advises for the applied language and intercultural studies (ALIS) degree and co-advises on language issues for the GEML and IAML degrees. He received his Ph.D. from the University of Illinois, Urbana/Champaign. He was named a Lilly Teaching Fellow in 1992 and "Professor of the Year" by the Georgia AATSP in 1996. His research interests lie in teaching methodology and curriculum development, grammar acquisition through reading, and the use of literature for language acquisition. His research papers appear in national journals, and he presents papers at local and national conferences. He frequently fields offers to produce and review textbooks material, and is the author of the workbook ancillary to the successful Temas first-year Spanish textbook.

Shook has been serving as interim chair since Jan. 2014.

Comfort, Kelly   Associate Professor
Ph.D. University of California, Davis
B.A. University of North Carolina, Chapel Hill
A specialist in Latin American literature and transatlantic modernisms, Dr. Comfort's research agenda focuses primarily on the intersections between Latin American modernismo and contemporaneous turn-of-the-century literary movements in Europe such as aestheticism and decadence.

Her book, European Aestheticism and Spanish American Modernismo: Artists Protagonists and the Philosophy of Art for Art's Sake (Palgrave MacMillan, June 2011, 192 pages) examines the changing role of art and the artist during the turn-of-the-century period and considers the multiple dichotomies of art and life, aesthetics and economics, production and consumption, and center and periphery.

Her edited volume, Art and Life in Aestheticism: De-Humanizing and Re-Humanizing Art, the Artist, and the Artistic Receptor, (Palgrave MacMillan, 2008) rethinks the relationship in aestheticism between the aesthetic and the human realms over the past two hundred years.

Dr. Comfort frequently teaches courses on Spanish conversation and Latin American literature as well as her "Spanish Service-Learning in the Hispanic Community" and "Hispanic Community Internship" classes. She is also faculty director of Georgia Tech's International House (a ThinkBig Living and Learning Community) as well as faculty advisor of the student organization "Gringos y Latinos: Atlanta's Spanish Service Society" (GLASSS). Dr. Comfort is Co-Director of the Spain--Language for Business and Technology (LBAT) Program and leads the two-week portion in Granada, Spain.

The Sam Nunn School of International Affairs
Birchfield, Vicki   Associate Professor of International Affairs
                          Ph.D. University of Georgia
Vicki L. Birchfield is an Associate Professor in The Sam Nunn School of International Affairs at
Georgia Tech and Director of the study abroad program on the European Union and
Transatlantic Relations. She served as Director of the European Union Center of Excellence from
2008 to 2011 and currently co-directs the Center for European and Transatlantic Studies. Dr.
Birchfield received a DES from the Graduate Institute of International Studies from the
University of Geneva, Switzerland and a Ph.D. in Political Science from the University of
Georgia. She is the author of Income Inequality in Capitalist Democracies: The Interplay of
Values and Institutions and Toward a Common EU Energy Policy: Problems, Progress, and
Prospects co-edited with John S. Duffield. She has published articles in International Studies
Quarterly, the European Journal of Political Research, the Review of International Studies,
Globalizations, and the Review of International Political Economy. Her research and teaching
specializations are European politics, the European Union, comparative politics, and
international political economy. She has been a visiting scholar at Sciences Po, Paris and the
University of Bordeaux and was recently bestowed the honor of "Chevalier dans l'Ordre
National du Mérite" (Knight in the National Order of Merit)by the French government.

Bowman, Kirk   Associate Professor of International Affairs
                          Ph.D. University of North Carolina
                          M.A. University of Arizona
Dr. Kirk Bowman joined the Georgia Tech faculty as an Assistant Professor in the Sam Nunn
School of International Affairs in 1998 and was promoted to Associate Professor in 2004. He
directs study abroad programs in Argentina, Brazil, Costa Rica and Cuba and is the director of
the Georgia Tech International House. A specialist in Latin American politics and political
development, he is author of Militarization, Democracy, and Development: The Perils of
Praetorianism in Latin America (Pennsylvania University Press, 2002) and numerous journal
articles, book chapters, and reference chapters. His next book is about the political economy of
state tourism promotion in Latin America. He has received research support from the National
Institutes of Health, the Ford Foundation, the Social Science Research Council, among others,
and was a Fulbright Scholar. His teaching includes graduate and undergraduate courses in
comparative politics, Latin American politics, research methods, and American politics in
comparative perspective. He was the University System of Georgia Excellence of Teaching
2007 recipient and the 2008 Carnegie-Case Professor of the Year.

Lafayette Institute

Kippelen, Bernard   Joseph M. Pettit Professor
                                      Director, Center for Organic Photonics and Electronics
                                      President, Lafayette Institute

From 1990 to 1997 he was Chargé de Recherches at the CNRS, France. In 1994, he joined the faculty of the Optical Sciences Center at the University of Arizona. There, he developed a research and teaching program on polymer optics and plastic electronics. He holds 15 patents and has co-authored over 235 refereed publications and 12 book chapters. He served as chair and co-chair of numerous international conferences on organic optoelectronic materials and devices. Dr. Kippelen is the president of the Lafayette Institute, a major optoelectronics commercialization initiative that is based at Georgia Tech-Lorraine in Metz, France.

In August 2003, Dr. Kippelen joined the School of Electrical and Computer Engineering at the Georgia Institute of Technology where his research ranges from the investigation of fundamental physical processes (nonlinear optical activity, charge transport, light harvesting and emission), to the design, fabrication and testing of light-weight flexible optoelectronic devices and circuits based on nanostructured organic materials. He currently serves as director of the Center for Organic Photonics and Electronics and associate director of CIS:HSEM an Energy Frontier Research Center funded by the U.S. Department of Energy. He serves as deputy editor of Energy Express.

Ross, Catherine   Ph.D., City and Regional Planning, Cornell University
                                 M.R.P., Regional Planning, Cornell University
                                 B.A., History, Sociology, and Education, Kent State University
Dr. Catherine Ross is an internationally recognized expert on transportation systems planning, urban planning and quality growth. She has extensive experience in both the public and private sector and directs Georgia Institute of Technology's Center for Quality Growth and Regional Development (CQGRD) where she also serves as serves as Harry West Professor and Advance Professor in the School of City and Regional Planning in the College of Architecture. She is a member of the National Academy of Public Administration (NAPA) and past president of the National Association of Collegiate Schools of Planning (ACSP). Dr. Ross has served on numerous National Academies committees including the Transportation Research Board Executive Committee, University Transportation Centers Program and on the board of directors of the ENO Transportation Foundation. She earned a Masters Degree and a PhD in City and Regional Planning from Cornell University and completed post-doctorate work at the University of California, Berkeley. She has conducted research for numerous governmental agencies, foundations and the private sector. In July 2009, Dr. Ross was selected to advise the Obama Administration on the first-ever White House Office of Urban Affairs. She is the editor of Megaregions: Planning for Global Competitiveness (Island Press, 2009) and the co-author of The Inner City: Urban Poverty and Economic Development in the Next Century (1997). Dr. Ross has conducted research on transportation and urban planning and how to make cities, neighborhoods and regions safer, healthier places for all to live. She is the author of numerous articles, books, research reports and media publications including the Wall Street Journal, Urban Land Institute, the Atlanta Journal Constitution and speaks regularly to national and international forums.

Partner Institutions and Organizations

Kennesaw State University

Hariharan, Govind   Excutive Director of the ICA Institute
Professor, Kennesaw State University
Ph.D. State University of New York

Dr. Govind Hariharan is currently Professor and Former Chair of the Department of Economics, Finance, and Quant. Analysis at the Coles College of Business at Kennesaw State University in Atlanta, Georgia. He is also the Executive Director of the India China America Institute and the Associate Director of the Econometric Center. Dr. Hariharan also spearheads the India Initiative for Coles College that has resulted in significant partnerships in business education. He has previously held positions at SUNY-Buffalo (including Co-Director at Center for Public Policy and Regulation) and West Virginia University.

Dr. Govind Hariharan has consulted for organizations, including the World Bank, Council for Quality Growth and M&T Bank. He was a member of the Technical Advisory Committee for Atlanta Regional Commission (ARC) on Forecasting Atlanta 2040. Dr. Hariharan is a member of many advisory boards including the Georgia Indo American Chamber of Commerce and is a mentor for TiE-Atlanta.

True, Sheb   Assistant to the Dean for Special Projects
Director of the Coles College International Center and Professor
Ph.D – University of Mississippi
MBA – University of Houston - Clear Lake
BBA – Stephen F. Austin State University

Dr. True served as the director of several international programs and has coordinated business study tours for students and faculty to more than 40 countries in Africa-Asia-Europe-and in the Americas. He has previously held academic appointments at Loyola Marymount University and Fort Lewis College. He also participated in a variety of management development seminars (e.g.-Post Properties University) and presented seminars on how and why to conduct marketing research to the business community.

Sheb has served as a research consultant for a variety organizations including-Siebel eBusiness-Price Pfister-the Harlem Globetrotters-HITCO-the California Manufacturing and Technology Center-Helisys Rapid Prototype Manufacturing-Denso Manufacturing-SGRO Promo Associates-Chef Pepin-s Express-Merit Abrasives-EdVenture Partners-The Center for the Study of Los Angeles-Introrse 20/20-Guerrea & Associates-and several chambers of commerce and city organizations-as well as others.

Chattahoochee Technical College

McElhaney, Doug   MBA, Clayton State University
                                BS, University of Tennesee Knoxville

While majoring in logistics and transportation at the University of Tennessee, Knoxville; he worked at UPS in the small parcel division. Upon graduation, he went to work for Landair/Forward Air focusing on Truckload and LTL air freight. Doug spent 16 years focusing on operations, sales, driver recruitment and retention as the Director of Recruiting at Forward Air, Inc. Forward Air is listed as one of the top 40 for hire carriers by Transport Topics and a Forbes Top 200 Small Company. After spending 16 years as a trucking executive, he decided to go back to school and earned his MBA in supply chain management and strategy. After graduate school, he accepted a position as the VP of Innovation at ACS/Xerox. He focused on new ideas such as paperless/smarter supply chains. Doug has a show on Sirius/XM on channel 128 entitled Trucking 101. He talks about the latest issues in transportation and supply chain management. As the port of Savannah becomes a more important piece for Georgia's economy, Doug lends his expertise to promote and manage strategy for the Center of Innovation for Logistics

Albany State University

Rich, Wallace   MA, MS, MBA, C.P.M., ICCM-F, LSSGB

Wallace Rich currently serves as the Director for the Center for Advanced Logistics Management (CALM) in the College of Business at Albany State University (ASU). He has a passion for inspiring and motivating people around a common cause. Since being appointed as the Director of CALM, enrollment has increased over 400% in the Supply Chain and Logistics Management (SCLM) degree program. The American Society of Transportation and Logistics (AST&L) approved the SCLM curriculum for a Professional Designation "PLS" (Professional in Logistics and Supply chain management) for SCLM graduates who major or minor in SCLM degree program. Wallace implemented a spring-board program where SCLM graduates assist recent, and soon to graduate, students connect and locate career opportunities. He is responsible for pulling in five different proposal opportunities from the Department of Energy (winning two). Wallace was one of the driving forces behind getting a degree minor in the SCLM program approved at ASU. He has over 18 years of procurement and supply chain experience in the DOD, DOE, and commercial environment, with over 30 years of business experience, total. Wallace enjoys adjunct teaching and has taught business classes for Albany State University, Darton State College and Middle Georgia Technical College. While working in the metal fabrication industry, Wallace was responsible for coordinating and managing production planning for an organization that grew from 30 to 220 employees on three production shifts. He holds three Masters' degrees.

Savannah State University

Arora, Anshu   Associate Professor of Marketing
                                  Director, G-LIBER Center of Excellence
                                  PhD – IIT-Delhi

Anshu Arora is the Director of Global Logistics and International Business Education Research (G-LIBER)' Center of Excellence and Associate Professor of Marketing in the College of Business Administration, Savannah State University, Savannah, Georgia. She is a Certified Project Management Professional (PMP) from Project Management Institute (PMI), USA and holds a Foundation Certificate in IT Service Management from Information Systems Examination Board (ISEB), UK. Dr. Arora has been a Visiting Professor at the University of California, Davis and Thunderbird School of Global Management, Glendale, Arizona. She was awarded Ph.D. in the area of Hypermedia CMEs from the Indian Institute of Technology, Delhi, India. Dr. Arora is the winner of Advertising Educational Foundation (AEF) faculty internship - Visiting Professor Program (VPP) 2010 in New York City. Dr. Arora has more than a decade of industrial and academic experience.

Bethune-Cookman University

Monds, Kathaleena   Dean – School of Business
                                  PhD – Wayne State University
                                  M.S. – Wayne State University
                                  B.S. – Spelman College

A native of Detroit, Dr. Monds holds a Ph.D. in instructional technology from Wayne State University, an M.S. in computer science from Wayne State and a B.S. in computer science from Spelman College. Her research interests include bottom-up community development, technology tools used to teach entrepreneurship and online learning. She has published research monographs and refereed articles in publications such as The Journal of Computer Information Systems, The Journal of Private Enterprise Education and The International Journal of Information and Computer Security.

Monds is a graduate of the Kauffman Foundation FastTrac training, a reviewer of MoneyWorks: Financial Empowerment Program Curriculum, a graduate of the Network for Teaching Entrepreneurship training, entrepreneurship simulation instructor for the Black Youth Entrepreneurship program and a judge for the National DECA Entrepreneurship competition.

I: Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered Un					
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source
a) Establishment of an M.S. in Applied Language & Intercultural Studies	Completion and approval of program	Couse Creation	Actionable data for the degree program by School of Modern Languages		
b) LBAT Summer Immersion program	Implementation of LBAT-like programs at other institutions	Faculty Training Program - HBCU/MSI/Comm Coll Shadowing	Number of programs initiated		
b) LBAT Summer Immersion program	Implementation of sustainability-driven modules	Train to build sustainability framework into LBAT Summer Immersion Programs	Number of modules added		
c) GIFT Collaborative In-Service Teacher Workshops in Summer Program	Number of Satisfied Participants	Participation in in-service teacher workshops	Number of participants, participant satisfaction		

1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Sour
d) Promote "Language Proficiency Designation" through the use of MOOCs	Satisfactory completion of modules	Implement language proficiency MOOCs for GT IP participants	Exit test scores, ACTFL test scores		
d) Promote "Language Proficiency Designation" through the use of MOOCs	Implementation of MOOCs and completion by students	Creation of German, Korean, Arabic MOOCs with Morehouse College	Program Implemented, Exit test scores, ACTFL test scores		
e) Languages Across the Curriculum – Chinese, Korean, Russian, Japanese	Implementation of sustainability-driven modules	Train to build sustainability framework into LBAT Summer Immersion Programs	Number of modules added		
f) Promote Language Teaching at GT Global Campus Locations	Number of programs, number of students	Implement language teaching using GT Global Campus locations	Number of participants, participant satisfaction		

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Sour
g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages	Satisfactory completion of modules	Implement language proficiency MOOCs for GT IP participants	Exit test scores, ACTFL test scores		
h) Georgia Tech International House & Living/Learning Community Experiment – Global Inquiries Program	Implementation of Program	Creation of Global Inquires Program	Program created, number of students participating		
i) Create National Web-based Manual on Service Learning in Language and Culture	Successful creation and rollout of manual	Create web-based manual on service learning in Language and culture	Web visitors		
j) Build-in Service Learning in Major Language Courses	Program implementation	Add service learning into major language courses	Number of programs, number of participants		

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Sour
k) Continue building legacy languages – Korean, Farsi, Portuguese, Chinese	Addition of classes in targeted languages	Add languages or increase courses for legacy communities in Atlanta area	Number of programs, number of participants		
l) Summer Language Immersion Camp with Morehouse and Georgia Perimeter College	Creation and implementation	Creation of Camp for Morehouse and GPC students	Program created, number of students participating		
m) CIBER Business Language consortium membership	Conference attendance	Continue support and potentially host annual conference in year 4	Number of conference attendees		
n) Development of Mobile Apps for Language Learning	App creation and successful roll-out	Create mobile apps to enhance language learning	Number of languages with apps, number of users		
o) Expand the use of ACTFL Proficiency Test to Overseas & Branch Campuses	Increased use of ACTFL testing	Increase number of students taking ACTFL tests	Percentage of enrolled students taking ACTFL tests		

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

II. Promoting International Specializations in Academic Offerings: From Breadth to Depth					
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Sour
a) Certificate of Global Leadership with Beijing University of Post & Telecoms	Creation and Implementation of Certificate	Create and implement Global Leadership Certificate for Exec MBA students	Program created, number of enrollees, number of graduates		
b) Support International Business case development with ML, Econ, INTA	International Business Cases Created	Create International Business cases with ML, Econ, INTA	Number Cases Created, Number of Courses Using Cases		
c) IB research opportunities under UROP	Students completing International Option	Provide IB Research Opportunties through UROP	Number of students selecting International Option, Number of Projects Completed		
d) Curricular Awards	Awards Made	Provide Awards to support Online modalities, branch campus courses, interdisciplinary programs	Number of Applicants, Number of Awards		

e) Enhancing the Capstone Experience of the GT-wide International Plan	Programs enhanced	Add Content and Opportuntieis to IP Capstone	Number of students completing enhanced courses		

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

II. Promoting International Specializations in Academic Offerings: From Breadth to Depth					
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Sour
f) Develop African Affairs Regional Studies Certificate	Creation and Implementation of Certificate	Create and implement certificate to complement existing programs in INTA	Program created, number of enrollees, number of graduates		
g) Develop GT-Wide Undergraduate Certificate in Global Development with College of Engineering	Creation and Implementation of Certificate	Create Certificate Program	Program created, number of enrollees, number of graduates		
h) Cecil B. Day Program for Business Ethics – Collaborate on Biennial Global Governance Workshop	Workshop created	Provide IB Research Opportunties through UROP	Number of workshops held, number of attendees		
i) Infuse Global Dimensions in Institute-wide Leadership Minor	Elements implementd	Add international content to leadership minor course of study	Number of elements added, number of graduates		
j) Infuse Global Content in new MS in Business Analytics; Joint Degree Program with Tsinghua University	Elements implementd	Add IB content in domestic program and create joint program with Tsinghua U	Number of elements added, number of graduates		

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

II. Promoting International Specializations in Academic Offerings: From Breadth to Depth					
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Sour
k) Offer Global Option for "X Degree" (Customized)	Elements implementd	Add international content to leadership minor course of study	Number of elements added, number of graduates		
l) Apply Problem-Based Learning (agora.gatech.edu) to Complex IB Problems in Ethics and Sustainability	Elements created and used	Use AGORA online solution to create IB problem sets	Elements created, # of courses and students using		
m) Incentivize Creation of IB Special Topic Course in Undergraduate Honors Program	Course created	Provide funding and support for IB special topic course	Course created, students enrolled		
n) Create Georgia-wide International Business Course Information Clearinghouse	Clearinghouse created and implemented	Create IB course information repository on web	Database created, number of users		
o) Leverage the Georgia Tech-HBCU Consortium to Provide Internships to MS-QCF Program	Internships created	Create Internships through MS-QCF program for HBCU students	Internships created, number of participants		

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students					
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Sour
Develop Graduate Business School-specific Reciprocity Agreements (Africa, South/SE Asia)	Agreements signed	Increase number of Graduate B-school agreements in target areas			
Leverage GT Overseas Branch Campuses and Add Africa	Africa Added, Overseas campus locations used	Increase summer study abroad at overseas campuses and Africa			
MBA International Practicum injection of social engagement and leverage Lafayette Institute	Modules Added, New European-focused projects developed	Provide funding and support for enhancement and expansion			
Widen Georgia Tech European Extension Campus Management Program	Clearinghouse created and implemented	Create IB course information repository on web			
Expand Global Engineering Immersion Program Certificate	Locations added – GT Shenzhen, Lorraine, Singapore	Support addition of GT Overseas Campus Locations			

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Globalize Content of Georgia Tech MS Supply Chain Engineering Singapore	Course content added	Add IB content to MS Supply Chain Engineering program in Singapore				
Add Cross-Cultural Training Georgia Tech - Peking University Graduate Program Development	Course created	Provide funding and support for cross-cultural training course				
Extend Research to Other Academic Areas GT Costa Rica TIP Center and Panama LIRC	Research completed	Support Research in Other Academic Areas centered around these centers				
Leverage GT Overseas Campuses for EMBA Global Business Residencies	Residencies completed	Support EMBA-GB Residencies at GT Overseas Campus Locations				
Faculty Travel Awards – Include HBCU/MSI and Community College Partners	Awards granted	Select HBCU/MSI & Comm Coll faculty for relevant travel support				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

	III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B	
						BL	
Include HBCU/MSI and Community College Partners in Student Mobility Stipends	Course content added	Add IB content to MS Supply Chain Engineering program in Singapore					
Conduct Consortial FDIB Overseas Tours (Western China with UC-Denver and Central America with FIU, Japan – GT Lead)	Course created	Provide funding and support for cross-cultural training course					
Implement Georgia Tech Summer Study in Sub-Saharan Africa	Program conducted and sustained	Support development in sub-Saharan					

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/Indicators	5. Freq.	6. Data Source	7. B
IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Streng						
						BL
Development of IB Research along the four thematic research axes	Number of publications and working papers produced	Support development of research along thematic lines				
Support IB research activities of the CIBER Core Faculty and Expert Teams	Number of publications and working papers produced	Support development of research along thematic lines				
Implement Faculty Awards and Selection Committee	Awards Granted, Research Produced	Support relevant research by faculty				
Implement CIBER Visiting Scholar Program	Number of visiting scholars	Support bringing elite visiting faculty relevant to CIBER grant research interests				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Streng						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Add International Option to Undergraduate Research Opportunities Program (UROP)	Number of Students using option	Support development of international option				
Develop Biennial Consortial Doctoral Wkshps in Region. Econ. Integ. & Interntl Entreprnr in Conj. with AIB	Workshops held	Host workshops for doctoral students				
Grow GT CIBER Working Paper Series	Papers authored	Continue support for GT CIBER Working Papers and Grown number of papers				
Expand Multinational Enterprises and Sustainable Development (MESD) Conference	Papers presented, conference participants	Co-Host International Academic and Practitioners Conference				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Streng						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Enhance Annual China Goes Global Academic Conference	Size and significance of conference	Implement New Theme Outbound Chinese Investment – Implications for US Firms and Economy				
CIBER Faculty Research Colloquia	Colloquia Held	Co-host colloquia on relevant research topics by CIBER faculty				
Hold lecture Series on Globalization, Sustainability and Governance	Lectures held	Hold lectures together with ILE, Day Center for Ethics				
Hold Seminar Series on Emerging Cyber Threats with Georgia Tech Information Security Center	Seminars held	Co-host with lecture series with GT Info Sec. Center				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Streng						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Co-sponsor annual Roundtable on Engineering Entrpreneurship Research	Size of conference	Co-host research conference				
Support International Patent Data Tracking Project	Publications related to results	Support project together with TI:GER				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

V. Blending Sustainability and Management Education: Producing Globally Responsible Managers						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Continue Annual Georgia Tech CIBER Global Business Forum (XXII-XXV)	Forums held	Co-Host Annual Georgia Tech Global Business Forum				
Continue and Expand Annual USA-India Business Summit	Summits held	Co-Host Annual USA-India Business Summit and ancillary events				
Leverage GT European Platform to Reflect Joint US/French Commercial Innovation – Region-wide	Forums held during France-Atlanta	Sponsor Forums during annual France-Atlanta				
Building the Economic Dimension into Africa-Atlanta	Program elements added	Add economic-focused elements into new Africa-Atlanta Initiative				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

V. Blending Sustainability and Management Education: Producing Globally Responsible Managers						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Continue Annual Georgia Tech CIBER Global Business Forum (XXII-XXV)	Forums held	Co-Host Annual Georgia Tech Global Business Forum				
Continue and Expand Annual USA-India Business Summit	Summits held	Co-Host Annual USA-India Business Summit and ancillary events				
Leverage GT European Platform to Reflect Joint US/French Commercial Innovation – Region-wide	Forums held during France-Atlanta	Sponsor Forums during annual France-Atlanta				
Building the Economic Dimension into Africa-Atlanta	Program elements added	Add economic-focused elements into new Africa-Atlanta Initiative				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

	V. Blending Sustainability and Management Education: Producing Globally Responsible Managers					
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Continue Annual Georgia Tech CIBER Global Business Forum (XXII-XXV)	Forums held	Co-Host Annual Georgia Tech Global Business Forum				
Continue and Expand Annual USA-India Business Summit	Summits held	Co-Host Annual USA-India Business Summit and ancillary events				
Leverage GT European Platform to Reflect Joint US/French Commercial Innovation – Region-wide	Forums held during France-Atlanta	Sponsor Forums during annual France-Atlanta				
Building the Economic Dimension into Africa-Atlanta	Program elements added	Add economic-focused elements into new Africa-Atlanta Initiative				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

VI. Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Hold Biennial Global Supply Chain conference	Forums held	Host Global Supply Chain conference w/ Savannah Ports Authority				
Develop IB Incubator/Accelerator Model	Model developed	Plan and create model based on extant research				
Support SE US HBCU/MSI and Communitiy Colleges	Initial Conference held	Hold conference				
	Secondary conference on special topics held	Hold internship/study abroad conf for HBCU/MSI/CC				
	Programs implemented	Implement programs at member schools				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

VI. Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities						
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. B
						BL
Hold Biennial Global Supply Chain conference	Forums held	Host Global Supply Chain conference w/ Savannah Ports Authority				
Expand existing HBCU/MSI Consortium	Institutions Partnered	Expand existing network into IB-related fields				
Develop Research University/Community College Collaboration Model	Institutions Affected	Work with Chattahoochee Tech, Participate in MSU CIBER/CC Consortium				
Participate in National District Export Councils	Conferences held	Hold annual DEC conference				
Bring IB speakers to GT IMPACT series	Speakers sponsored	Sponsor top IB-topic speakers				

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

VI. Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communi					
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source
Add Atlanta University Center (Group of HBCU Schools in Atlanta) to IAC Task Force for Westside Communities	Member schools participating	Add AUC schools to IAC Task Force			
Co-Host USEAC events for SMEs	SMEs affected	Increase number of SMEs to USEAC events			
Increase International Entrpreneurship Training for Veterans	Individuals helped	Work with KSU on adding international component to GAVE program			

ities				
Baseline and Targe				
BL	T1	T2	T3	T4

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. Baseline a		
VII: Supporting Georgia's Global Competitiveness Goals								
						BL	T1	T2
Hold Biennial Global Supply Chain conference	Workshops held	Run 5-day certified IB training program for Tech firms						
Expand across the state	Sessions held	Using above as a model, use EI2 offices to roll out statewide						
Increase under-represented students in international co-op and internships	Students participating	Work with OIE to increase participation						
Leverage Georgia Tech mapping skills to benefit state development	Techno-competitiveness indicators and Mapping of Innovation Performed	Create maps and indicators						
	Assist Development of competitive cluster models with QCRD	Maps and models created						
Assist SETAAC in helping firms negatively affected by trade to adjust	Workshops held	Work with SETAAC to host conferences						

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source	7. Baseline a		
VII: Supporting Georgia's Global Competitiveness Goals								
						BL	T1	T2
Collaborate with KSU to provide cross-cultural and emerging market workshops	Workshops held	Create cross-cultural seminars						
	Workshops held	Create emerging market workshops						
Provide Export learning for SMEs	Program Participants	Disseminate online courses for students, eventually to SMEs						
Provide Ad Hoc Training to the Georgia Tech Minority Business Development Agency	Seminars held	Co-host seminars for minority businesses						
Create an Implementation Interface for Metro Atlanta Export Plan	Implementation Plan Created	Create plan to implement MEP						
Create Global Commerce Internship Opportunities	Internships created	Place students in partner internships						

IFLE PERFORMANCE MEASURE FORM (GT CIBER Phase VII 2014-2018)

						7. Baseline a		
VII: Supporting Georgia's Global Competitiveness Goals								
1. Project Goal Statement	2. Performance Measures	3. Activities	4. Data/ Indicators	5. Freq.	6. Data Source			
						BL	T1	T2
Leverage new GT Lorraine Technology Platform Lafayette Institute for Product Adaptation of Georgia Firms	Companies assisted	Facilitate firms using LI to enter EU market						

Budget Narrative File(s)

* Mandatory Budget Narrative Filename: GTCIBER_Budget_2014_181011371728.pdf

Add Mandatory Budget Narrative	Delete Mandatory Budget Narrative	View Mandatory Budget Narrative

To add more Budget Narrative attachments, please use the attachment buttons below.

Add Optional Budget Narrative	Delete Optional Budget Narrative	View Optional Budget Narrative

Appendix 5-A Detailed GT CIBER Program Budget: 2014-2018
GT CIBER Budget by Program Modules

	Year 1 : 2014-15		Year 2 : 2015-16		Year 3 : 2016-17		Year 4 : 2017-18	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
I. Creating a Global Sustainability Model for Applied Language and Intercultural Studies in a Technology-Centered University								
a) Estab. of an M.S. in Appl. Lang. & Intercultural Studies								
* Faculty Release (Years 1,2,3)	3,000	4,000	3,000	4,000	3,000	4,000	0	0
b) LBAT Summer Immersion program								
i) Fac. Train. Prgm - HBCU/MSI/Comm. College Shadowing								
Biennial Faculty Fellowships	2,000	0	0	0	2,000	1,000	0	0
ii) Train to build sustain. frmwrk into LBAT Sum. Imm. Prgms								
Biennial Faculty Release	0	0	4,000	4,000	0	0	4,000	4,000
c) GIFT Collaborative In-Service Teacher Workshops in Summer Program								
Biennial Teacher Fellowships	0	0	4,000	4,000	0	0	4,000	0
d) Promote Lang Prof Design through the use of MOOCs								
i) for GT Students Enrolled in International Plan Program								
Faculty Release	0	0	0	0	3,000	0	3,000	0
ii) * Creation of Lang. Learning MOOCs and Online Course Dev. in Germ, Kor, Arab w/ Morehouse								
Course Development Expenses	3,000	0	2,000	0	2,000	0	0	0
e) Languages Across the Curriculum – Chinese, Korean, Russian, Japanese								
Faculty Release (four language tracks/ one per year, dev.)	1,500	3,000	1,500	3,000	1,500	3,000	2,000	3,000
f) Promote Language Teaching at GT Global Campus Locations (								
Faculty Release	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Travel Expenses	1,500	2,500	1,500	500	2,000	3,000	2,500	3,000
g) Sustainability-focused Cornerstone and Capstone Course Development in Major Languages								
Course Development Expenses	1,000	3,000	1,000	3,000	1,000	3,000	1,000	3,000
h) Georgia Tech International House & Living/Learning Community Exp. – Global Inq. Program								
Program Development Expenses	4,000	8,000	2,000	0	0	0	0	0
Program Continuation Expenses	0	0	0	0	1,500	2,000	1,500	0
i) Create National Web-based Manual on Service Learning in Lang and Cult								
Manual Development Expenses	500	1,000	500	500	0	0	0	0
j) Build-in Service Learning in Major Language Courses (QEP University-wide Initiative)								
Course Development Expenses	0	0	0	0	1,000	1,500	1,000	1,500
k) Continue building legacy languages – Korean, Farsi, Portuguese, Mandarin								
Faculty Release (Year 1, Korean)	3,000	3,000	0	0	0	0	0	0
Faculty Release (Year 2, Farsi)	0	0	3,000	3,000	0	0	0	0
Faculty Release (Year 3, Portuguese)	0	0	0	0	3,000	3,000	0	0
Faculty Release (Year 4, Mandarin)	0	0	0	0	0	0	3,000	3,000
l) *Summer Language Immersion Camp with Morehouse and Georgia Perimeter College								
Course Development Support	4,500	3,000	0	0	0	0	0	0
Faculty Release	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
m) CIBER Business Language consortium membership								
Consortium Fee	3,000	0	3,000	0	3,000	0	3,000	0
Faculty Travel Fees	1,000	0	1,000	0	1,500	3,000	1,500	3,000
n) Development of Mobile Apps for Language Learning								
Development Costs	0	0	0	0	7,000	1,000	7,000	1,000
Subtotal : Module I	**33,000**	**32,500**	**31,500**	**27,000**	**36,500**	**29,500**	**38,500**	**26,500**
	Year 1 : 2014-15		Year 2 : 2015-16		Year 3 : 2016-17		Year 4 : 2017-18	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT

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II. Promoting International Specializations in Academic Offerings: From Breadth to Depth								
a) Certificate of Global Leadership with Beijing U of Post & Telecoms – EMBA – MOT & Glob Bus								
Course Development Expenses	500	0	0	0	0	0	0	0
Program Development Travel	3,000	0	3,000	0	0	0	0	0
b) Support International Business case development with Mod Lang, Econ, and INTA								
Case Development Expenses	0	0	0	0	1,000	0	1,000	0
c) IB research opportunities under the Undergraduate Research Opportunities Program (UROP)								
Opportunities Development Cost	0	0	0	0	2,000	3,000	2,000	4,000
d) Curricular Awards (Online modalities; branch campus new courses; interdisciplinary approaches)								
Two Awards Per Year	4,000	0	4,000	0	4,000	0	4,000	0
e) Enhancing the Capstone Experience of the GT-wide International Plan								
Capstone Development Cost	0	0	0	0	2,000	0	2,000	0
f) Develop African Affairs Regional Studies Certificate								
Faculty Release for Certificate Development	0	0	1,500	0	0	0	0	0
g) Develop GT-Wide Undergrad Certificate in Global Development with Coll of Engineering								
Course Development Expenses	2,000	0	1,000	0	0	0	0	0
h) Cecil B. Day Program for Business Ethics – Collaborate on Biennial Global Governance Workshop								
Workshop Development and Implementation	1,000	0	2,000	0	1,000	0	2,000	0
i) Infuse Global Dimensions in Institute-wide Leadership Minor (Work with International Affairs)								
Course Module Update	0	0	2,000	0	0	0	1,000	0
j) Infuse Global Content in new MS in Business Analytics ; Joint Degree Program with Tsinghua U								
Course Content Development Costs	500	500	500	500	0	0	0	0
k) Offer Global Option for "X Degree" (Customized)								
Development and approval of option criterial	250	0	0	0	0	0	0	0
l) Apply Problem-Based Learning (agora.gatech.edu) to Complex IB Problems in Ethics and Sustain								
Faculty Release	2,500	5,000	2,500	5,000	0	0	0	0
m) Incentivize Creation of IB Special Topic Course in Undergraduate Honors Program								
Faculty Release for Course Development	1,500	1,000	0	0	0	0	0	0
n) Create Georgia-wide International Business Course Information Clearinghouse								
Aggregation and Promulgation of Course Material	0	0	0	0	500	0	250	0
o) *Leverage the Georgia Tech-HBCU Consortium to Provide Internships to MS-QCF Program								
Internship development and placement	500	0	250	0	250	0	250	0
Subtotal : Module II	**15,250**	**6,500**	**16,500**	**5,500**	**10,500**	**3,000**	**12,250**	**4,000**

Appendix 5-A Detailed GT CIBER Program Budget: 2014-2018
GT CIBER Budget by Program Modules

	Year 1 : 2014-15 Fed	GT	Year 2 : 2015-16 Fed	GT	Year 3 : 2016-17 Fed	GT	Year 4 : 2017-18 Fed	GT
III. Leveraging the Georgia Tech Global Campus and Global Competence Model for Faculty and Students								
a) *Graduate Business School-specific Reciprocity Agreements (Africa, South/SE Asia)								
Travel Costs	0	0	3,000	3,000	0	0	3,000	3,000
b) *Summer Study Abroad Programs – Leverage GT Overseas Branch Campuses and Add Africa								
Faculty Release	3,000	3,000	3,000	3,000	3,000	5,000	3,000	3,000
c) MBA International Practicum injection of social engagement								
Module development costs	200	0	0	0	0	0	0	0
d) Widening Georgia Tech European Exten. Campus Management Program – Year-long courses								
Faculty Release	4,000	0	0	0	0	0	0	0
e) Global Engineering Immersion Program Certificate – GT Shenzhen, Lorraine, Singapore								
Faculty Release	4,000	4,000	4,000	4,000	4,000	4,000	2,000	0
Travel	3,000	3,000	3,000	3,000	3,000	3,000	0	0
f) Georgia Tech MS Supply Chain Engineering Singapore – Globalize Content								
Course Content Development Costs	0	0	0	0	0	0	500	0
g) Georgia Tech - Peking University Graduate Program Development – Add Cross-Cultural Training								
Training Module Development Costs	0	0	0	0	0	0	1,000	0
h) GT Costa Rica TIP Center and Panama LIRC Extend Research to Other Acad. Areas with SC&LI								
Program Development Travel	0	0	0	0	0	0	3,000	0
i) EMBA Global Business: Leverage GT Overseas Campuses for Residencies								
Provide expertise on overseas campus locations	0	0	0	0	0	0	0	0
j) Faculty Travel Awards – Include HBCU/MSI and Community College Partners								
Three competitive awards @ $1000 each per year	3,000	0	3,000	0	3,000	0	3,000	0
k) Student Mobility Stipends - Include HBCU/MSI and Community College Partners								
Stipends - 3/year $500 each	1,500	0	1,500	0	1,500	0	1,500	0
l) Consortial FDIB Tours (W. China with UC-Denver & Cent. America with FIU, Japan – GT Lead)								
Consortium Expense - China	3,000	0	0	0	3,000	0	0	0
Travel Support for HBCU Faculty	1,500	0	0	0	1,500	0	0	0
Consortium Expense - Central America	0	0	3,000	0	0	0	3,000	0
Travel Support for HBCU Faculty	0	0	1,500	0	0	0	1,500	0
Preparation Travel - Japan	0	0	3,500	0	0	0	3,500	0
Consortium Expense - Japan	0	0	1,500	0	0	0	1,500	0
Travel Support for HBCU Faculty	0	0	1,000	0	0	0	1,000	0
m) *Georgia Tech Summer Study in Sub-Saharan Africa								
Travel Support for Planning Faculty	1,000	3,000	1,000	3,000	1,000	3,000	1,000	4,000
Subtotal : Module III	**23,200**	**10,000**	**25,000**	**10,000**	**19,000**	**12,000**	**24,500**	**3,000**

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	Year 1 : 2014-15 Fed	GT	Year 2 : 2015-16 Fed	GT	Year 3 : 2016-17 Fed	GT	Year 4 : 2017-18 Fed	GT
IV. Researching Global Innovation, Sustainability, Governance and Security: Optimizing Georgia Tech's Strengths								
a) Research Axes i) *First Research Axis*: Global Sustainable Technology & Best Managerial Practices								
Faculty Release	4,000	0	4,000	0	4,000	0	4,000	0
ii) *Second Research Axis*: Global Supply Chain Optimization and Production Flows								
Faculty Release	4,000	0	4,000	0	4,000	0	4,000	0
iii) *Third Research Axis*: Managing Global R&D Flows and Protecting Intellectual Property								
Faculty Release	4,000	0	4,000	0	4,000	0	4,000	0
iv) *Fourth Research Axis*: Global Financial Risk Management and Governance Standards								
Faculty Release	4,000	0	4,000	0	4,000	0	4,000	0
b) CIBER Core Faculty & Expert Teams								
Regular meetings	0	500	0	500	0	500	0	500
c) Faculty Awards and Selection Committee								
Two competitive awards per year	2,000	0	2,000	0	2,000	0	2,000	0
d) CIBER Visiting Scholar Program								
Visiting Scholar Residency (No cost to CIBER)	0	30,000	0	30,000	0	30,000	0	30,000
e) Undergraduate Research Opportunities Program (UROP)—thesis option (international)								
Add thesis option (No cost to CIBER)	0	500	0	500	0	500	0	500
f) Biennial Consortial Doctoral Wkshps in Regional Economic Integration & International Entrepreneurship in Conj. with AIB								
Consortial Member Fee - Regional Economic Integration	2,000	0	0	0	2,000	0	0	0
MSI Faculty Fellowship - Regional Economic Integration	1,000	0	0	0	1,000	0	0	0
Consortial Member Fee - International Entrepreneurship	0	0	3,000	0	0	0	3,000	0
Travel Support International Location	0	0	3,000	0	0	0	3,000	0
g) GT CIBER Working Paper Series (annual)								
Working papers gathered through other modules	0	0	0	0	0	0	0	0
h) Biennial Multinational Enterprises and Sustainable Development (MESD) Consortium								
Consortial Fee	3,000	0	0	0	3,000	0	0	0
i) China Goes Global Consortium – Outbound Chinese Investment – Implications for US Firms and Economy								
Consortial Fee	3,000	0	3,000	0	3,000	0	3,000	0
j) CIBER Faculty Research Colloquia (axis-driven)								
Annual Colloquium hosting fee	1,000	0	1,000	0	1,000	0	1,000	0
k) Lecture Series on Globalization, Sustainability and Governance								
Speaker expenses	500	0	500	0	500	0	500	0
l) Seminar Series on Emerging Cyber Threats with Georgia Tech Information Security Center								
Promotion expense	250	0	250	0	250	0	250	0
m) Roundtable on Engineering Entrepreneurship Research – REER (annual)								
Sponsorship Fee	1,000	0	1,000	0	1,000	0	1,000	0

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GT CIBER Budget by Program Modules

	Year 1 : 2014-15 Fed	GT	Year 2 : 2015-16 Fed	GT	Year 3 : 2016-17 Fed	GT	Year 4 : 2017-18 Fed	GT
n) International Patent Data Tracking Project – implications for competitiveness – in conjunction with TI:GER								
No costs to CIBER	0	0	0	0	0	0	0	0
Subtotal : Module IV	**29,750**	**31,000**	**29,750**	**31,000**	**29,750**	**31,000**	**29,750**	**31,000**

	Year 1 : 2014-15 Fed	GT	Year 2 : 2015-16 Fed	GT	Year 3 : 2016-17 Fed	GT	Year 4 : 2017-18 Fed	GT
V. Blending Sustainability and Management Education: Producing Globally Responsible Managers								
a) Internationalization of Technology & Management Degree Program – (Capstone & International Experience)								
Faculty release	1,000	0	1,000	0	0	0	0	0
b) Program for Engineering Entrepreneurship: International Modularization								
Faculty release	0	0	0	0	3,000	0	3,000	0
c) Seminars: Sharing Best Practices in Online Technology for the Global Business School w/ GT Center for 21st Century Universities								
Promotion expense	250	0	0	0	250	0	0	0
d) Internationalization of Deloitte Business Case Competition (Annual)								
Case development expense	0	0	500	0	0	0	0	0
e) Support of Executive Masters in International Logistics (EMIL)								
Faculty release	1,000	0	1,000	0	1,000	0	1,000	0
f) Expand international management exposure for non-management students								
Faculty release	1,500	0	0	0	1,500	0	0	0
g) Building Service Learning Focused on Sustainability Issues into Global Internship Program								
Program enhancement expenses	0	0	1,500	1,500	0	0	1,500	1,500
h) *Ideas 2 Serve (I2S) – Increase Participation by HBCU/MSI in Global Social Entrepreneurship								
Recruitment Expenses	500	0	0	0	500	0	0	0
i) Global Social Venture Competition – Partner with UC-Berkeley and GT ILE								
Recruitment Expenses	500	0	0	0	500	0	0	0
j) *Georgia Tech Africa Information Communication Technology MOOC Education Initiative								
Faculty release	3,000	2,000	0	0	2,000	1,250	0	0
Subtotal : Module V	**7,750**	**2,000**	**4,000**	**1,500**	**8,750**	**1,250**	**5,500**	**1,500**

	Year 1 : 2014-15 Fed	GT	Year 2 : 2015-16 Fed	GT	Year 3 : 2016-17 Fed	GT	Year 4 : 2017-18 Fed	GT
VI. Responding to CIBER's Multiple Constituencies: Sustainable Global Markets and Local Communities								
a) Annual Georgia Tech CIBER Global Business Forum (XXII-XXV)								
Hosting Expenses	2,000	0	2,000	0	2,000	0	2,000	0
b) Annual USA-India Business Summit (V-IX)								
Co-sponsorship Fees	2,500	0	2,500	0	2,500	0	2,500	0
c) Leverage GT European Platform to Reflect Joint US/French Commercial Innovation – Region-wide								
Travel	0	0	3,000	0	3,000	0	0	0
d) Building the Economic Dimension into Africa-Atlanta; An Annual Metro-wide GT Initiative								
Program sponsorship	0	1,000	0	1,000	0	1,000	0	1,000
e) Biennial Global Supply Chain: Markets and Opportunities with Georgia Ports Authority								
Hosting Expenses	0	0	0	2,500	0	0	0	3,000
f) Development of International Business Incubator/Accelerator Model								
Research and Planning	0	0	0	0	1,000	0	1,000	0

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g) *Southeast US Consortium for Globalizing Business Education for HBCU/MSI & Comm. Colleges with University of South Carolina								
Atlanta FDIB Hosting Expense	3,000	0	0	0	0	0	0	0
Atlanta Internship Conference Hosting Expense	0	0	0	0	5,000	0	0	0
CIBER Network FDIB Participation Subsidies	5,000	0	5,000	0	5,000	0	5,000	0
Travel Subsidies	1,500	0	1,000	0	1,000	0	1,500	0
Member Institution Faculty Travel Subsidy	1,500	0	1,500	0	1,500	0	1,500	0
h) *Global Logistics and Trade Pilot Project with Select HBCUs (Albany State, Savannah State, Bethune-Cookman)								
Course Development	1,000	0	0	0	0	0	0	0
Roll-out to 1 university per year	0	0	1,000	1,000	1,000	1,000	1,000	1,000
i) *Expansion of Georgia Tech's Long-Standing HBCU/MSI Initiative into International Business Education								
Travel to visit existing HBCUs	1,000	0	250	0	0	0	0	0
j) *Development of Research University-Community College International Business Education Collaboration Model								
Consortium Costs	2,000	0	2,000	0	2,000	0	2,000	0
k) *National District Export Councils Consortium Participation								
Consortium Fee	2,000	0	2,000	0	2,000	0	2,000	0
l) IMPACT Speaker Series, Combine with International Business Speaker Series								
Support for speaker fee	500	0	500	0	500	0	500	0
m) *Atlanta University Center Consortium (UCDC) Join GT Ivan Allen College Task Force								
No cost to CIBER	0	0	0	0	0	0	0	0
n) Ongoing partnership with US Export Assistance Center								
No direct cost to CIBER	0	0	0	0	0	0	0	0
o) GAVE Veterans' Entrepreneurship Training Enhancement of Global Training Modules in Conjunction with KSU Coles College								
International Course Module Development	500	0	0	0	0	0	0	0
Subtotal : Module VI	**22,000**	**1,000**	**20,750**	**4,500**	**26,500**	**2,000**	**19,000**	**5,000**

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	Year 1 : 2014-15		Year 2 : 2015-16		Year 3 : 2016-17		Year 4 : 2017-18	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
VII. Supporting Georgia's Global Competitiveness Goals								
a) *Biennial Workshop in Global Technology Markets & Innovation (4 Industry Sectors) with Technology Association of Georgia (TAG)								
Honoraria to Faculty	1,000	0	0	0	1,000	0	0	0
b) Deploy (Similar to A above) Pilot Programs Through 9 Regional Offices of GT EI2								
Honoraria to Faculty	0	0	6,000	0	0	0	3,000	0
c) Support for Under-Represented Students International Co-Op & Internship with Industry (GT OIE)								
Recruitment of Internship Positions	500	0	0	0	500	0	500	0
d) Techno-Competitiveness Indicators and Geographic Mapping of Innovation Patterns (TPAC)								
Data collection fees	500	0	0	0	500	0	0	0
e) *Global Cities Initiative and Competitive Regional Clusters (GTCQGRD and Metro Chamber)								
Data collection fees	0	0	250	250	0	0	250	250
f) *Southeastern Trade Adjustment Assistance Center (EI2) Targeted Globalization Workshops								
Hosting Fee	500	250	0	250	500	250	0	250
g) Collaboration with Kennesaw State University Division of Global Affairs Confucius Center on Creation of Cross-Cultural Seminars								
Promotion and other event fees	0	1,000	0	1,000	0	1,000	0	1,000
h) Collaboration with Kennesaw State University India China America Ctr on Creation of Emerging Market Opportunities Workshops for HBCUs								
Promotion and other event fees	0	1,000	0	1,500	0	1,500	0	1,500
i) ExportU2 Initiative in collaboration with University of Georgia SBDC International Trade Center								
Promotion expense	0	500	0	500	0	500	0	500
j) Provide Ad Hoc Training to Georgia Tech Minority Business Dev. Agency (MBDA) in Trade Opportunities for Local Business								
Instructor Fee	3,000	0	0	0	3,000	0	0	0
k) Provide Implementation Interface for Metro Export Plan with Georgia Tech Enterprise Innovation Institute (EI2)								
No cost to CIBER	0	0	0	0	0	0	0	0
l) *Global Commerce Internship Opportunities (Georgia Dept. of Econ. Development and Metro Atlanta Chamber)								
Program development and refresh	3,000	0	0	0	3,000	0	0	0
Subtotal : Module VII	**8,500**	**2,750**	**6,250**	**3,500**	**8,500**	**3,250**	**3,750**	**3,500**

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	Year 1 : 2014-15		Year 2 : 2015-16		Year 3 : 2016-17		Year 4 : 2017-18	
	Fed	GT	Fed	GT	Fed	GT	Fed	GT
VIII. GT CIBER Program Administration								
A. P.I. and Director (Dr. J. McIntyre)								
* (EFT Calendar yr, ?)	65,000	108,000	65,000	108,000	65,000	108,000	65,000	108,000
B. CIBER Associate & Managing Director (Mr. J. Hoadley)								
* (?)	33,750	33,750	33,750	33,750	33,750	33,750	33,750	33,750
C. Co-PI Faculty Director (Dr. F. Ulgado)								
* (EFT AY, D. Ed=.08, GT=.15)	10,000	18,750	10,000	18,750	10,000	18,750	10,000	18,750
* D. CIBER Language for Bus. & Tech. Dir.	0	5,000	0	5,000	0	5,000	0	5,000
(Dr. D. Shook, D. Ed=.0, GT=.05)								
E. CIBER Overseas Exchange Coordinator								
* (Ms. A. Henry, Office of International Education)	0	5,000	0	5,000	0	5,000	0	5,000
F. COB Supervision								
* (Dean M.Alavi, EFT Calendar yr=.02)	0	5,000	0	5,000	0	5,000	0	5,000
* G. Business Outreach Coordinator	0	1,000	0	1,000	0	1,000	0	1,000
(Ms. H. Wilson, EFT Calendar yr=.00)								
* H. Budget Officer	0	1,000	0	1,000	0	1,000	0	1,000
(Mr. R. Stutts, EFT Calendar yr=.00)								
I. GT CIBER Graduate Assistants								
~ 1 per year - Stipend	18,130	0	18,130	0	18,130	0	18,130	0
~ Tuition Remission	13,233	0	13,233	0	13,233	0	13,233	0
J. Project Evaluation								
Dr. J. Gordon, Education Outcomes Evaluation & focus groups								
Annual Review of Ongoing Program Evaluation	1,500	0	1,500	0	1,500	0	1,500	0
Dr. P. Shapira, Business Outreach Evaluation								
~ Travel (1 trip, UK-GA)	0	0	3,000	0	0	0	0	0
Dr. R. Narula, External Summative Evaluation								
~ Travel (1 trip, UK-GA)	0	0	0	0	3,000	0	0	0
N. CIBER Director's Meeting								
~ 1 trip per year	1,500	2,000	1,500	2,000	1,500	2,000	1,500	2,000
O. CIBER Associate Director's Meeting								
~ 1 trip per year	1,500	2,000	1,500	2,000	1,500	2,000	1,500	2,000
Subtotal : Module VIII	**144,613**	**181,500**	**147,613**	**181,500**	**147,613**	**181,500**	**144,613**	**181,500**

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	Year 1 : 2014-15		Year 2 : 2015-16		Year 3 : 2016-17	
	Fed	GT	Fed	GT	Fed	GT
Total Direct Costs						
Fringes and Direct Costs						
- Subtotal of all Personnel Costs (excluding GRAs)	154,750	207,500	154,250	208,500	154,750	202,750
- Fringes (GT rate is 28.5%)	44,104	59,138	43,961	59,423	44,104	57,784
- Total of all other expenses	128,313	62,750	131,363	62,000	122,113	60,750
Total Direct Charges:	327,167	329,388	329,574	329,923	320,967	321,284
Total Indirect Costs						
Indirect Charges at 8% (34 CFR 75.562)	26,173	26,351	26,366	26,394	25,677	25,701
Grand Total	**353,340**	**355,739**	**355,940**	**356,316**	**346,644**	**346,986**
Percentages	*50%*	*50%*	*50%*	*50%*	*50%*	*50%*

	Year 1 : 2010-11		Year 2 : 2011-12		Year 3 : 2012-13	
	Fed	GT	Fed	GT	Fed	GT
Object Class Categories						
- Personnel	178,380	207,500	173,880	208,500	174,380	202,750
- Fringes (GT Rate=28.5%)	44,104	59,138	43,961	59,423	44,104	57,784
- Travel	21,500	12,500	37,500	13,500	25,000	16,000
- Equipment	0	0	0	0	0	0
- Supplies	0	0	0	0	0	0
- Contractual	13,233	0	13,233	0	13,233	0
- Construction	0	0	0	0	0	0
- Other	69,950	50,250	61,000	48,500	64,250	44,750
Total Direct Charges	**327,167**	**329,388**	**329,574**	**329,923**	**320,967**	**321,284**
Indirect Charges at 8% (34 CFR 75.562)	26,173	26,351	26,366	26,394	25,677	25,701
Grand Total	**353,340**	**355,739**	**355,940**	**356,316**	**346,644**	**346,986**
Percentages	*50%*	*50%*	*50%*	*50%*	*50%*	*50%*

COB Cost Share by Category	Year 1 COB	Year 2 COB	Year 3 COB
Object Class Categories			
- Personnel	181,500	179,500	177,750
- Fringes (GT Rate=28.5%)	51,728	51,158	50,659
- Travel	7,000	10,000	7,000
- Equipment	0	0	0
- Supplies	0	0	0
- Contractual	0	0	0
- Construction	0	0	0
- Other	34,750	40,500	35,750
Total Cost Share AMOUNT COB	**274,978**	**281,158**	**271,159**

IAC Cost Share by Category	Year 1 IAC	Year 2 IAC	Year 3 IAC
Object Class Categories			
- Personnel	26,000	29,000	25,000
- Fringes (GT Rate=28.5%)	7,410	8,265	7,125
- Travel	0	3,500	9,000
- Equipment	0	0	0
- Supplies	0	0	0
- Contractual	0	0	0
- Construction	0	0	0
- Other	15,500	8,000	9,000
Total Cost Share AMOUNT IAC	**48,910**	**48,765**	**50,125**

Year 4 COB	4 Year Total
170,500	709,250
48,593	202,136
7,000	31,000
0	0
0	0
0	0
0	0
40,500	151,500
266,593	**1,093,886**

Year 4 IAC	4 Year Total
25,000	105,000
7,125	29,925
10,000	22,500
0	0
0	0
0	0
0	0
9,000	41,500
51,125	**198,925**

U.S. DEPARTMENT OF EDUCATION
BUDGET INFORMATION
NON-CONSTRUCTION PROGRAMS

Name of Institution/Organization

Georgia Tech Research Corporation

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

SECTION A - BUDGET SUMMARY
U.S. DEPARTMENT OF EDUCATION FUNDS

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	178,380.00	173,880.00	174,380.00	170,380.00		697,020.00
2. Fringe Benefits	44,531.00	44,389.00	44,531.00	43,391.00		176,842.00
3. Travel	21,500.00	37,500.00	25,000.00	30,500.00		114,500.00
4. Equipment						
5. Supplies						
6. Contractual						
7. Construction						
8. Other	83,183.00	74,233.00	77,483.00	72,733.00		307,632.00
9. Total Direct Costs (lines 1-8)	327,594.00	330,002.00	321,394.00	317,004.00		1,295,994.00
10. Indirect Costs*	26,173.00	26,592.00	25,880.00	26,289.00		104,934.00
11. Training Stipends						
12. Total Costs (lines 9-11)	353,767.00	356,594.00	347,274.00	343,293.00		1,400,928.00

*Indirect Cost Information (To Be Completed by Your Business Office):

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? ☒ Yes ☐ No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 2013-07-01-04 To: 2014-06-30-04 (mm/dd/yyyy)

Approving Federal agency: ☐ ED ☒ Other (please specify): ONR

The Indirect Cost Rate is 55.90 %.

(3) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

☐ Is included in your approved Indirect Cost Rate Agreement? or, ☒ Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is 8.00 %.

ED Form No. 524

Name of Institution/Organization	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.	
Georgia Tech Research Corporation		

SECTION B - BUDGET SUMMARY
NON-FEDERAL FUNDS

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	207,500.00	208,500.00	202,750.00	195,500.00		814,250.00
2. Fringe Benefits	59,138.00	59,423.00	57,784.00	55,718.00		232,063.00
3. Travel	12,500.00	13,500.00	16,000.00	17,000.00		59,000.00
4. Equipment						
5. Supplies						
6. Contractual						
7. Construction						
8. Other	50,250.00	48,500.00	44,750.00	49,500.00		193,000.00
9. Total Direct Costs (lines 1-8)	329,388.00	329,923.00	321,284.00	317,718.00		1,298,313.00
10. Indirect Costs	26,351.00	26,394.00	25,703.00	25,417.00		103,865.00
11. Training Stipends						
12. Total Costs (lines 9-11)	355,739.00	356,317.00	346,987.00	343,135.00		1,402,178.00

SECTION C - BUDGET NARRATIVE (see instructions)

ED Form No. 524

U.S. DEPARTMENT OF EDUCATION
SUPPLEMENTAL INFORMATION
FOR THE SF-424

1. Project Director:

Prefix: First Name: Middle Name: Last Name: Suffix:

First Name: John

Last Name: McIntyre

Address:

Street1: 800 West Peachtree ST NW

Street2: Scheller College of Business

City: Atlanta

County: Fulton

State: GA: Georgia

Zip Code: 30308

Country: USA: UNITED STATES

Phone Number (give area code)   Fax Number (give area code)

404-894-1463

Email Address:

john.mcintyre@mgt.gatech.edu

2. Novice Applicant:

Are you a novice applicant as defined in the regulations in 34 CFR 75.225 (and included in the definitions page in the attached instructions)?

☐ Yes   ☒ No   ☐ Not applicable to this program

3. Human Subjects Research:

a. Are any research activities involving human subjects planned at any time during the proposed project Period?

☐ Yes   ☒ No

b. Are ALL the research activities proposed designated to be exempt from the regulations?

☐ Yes   Provide Exemption(s) #:

☐ No   Provide Assurance #, if available:

c. If applicable, please attach your "Exempt Research" or "Nonexempt Research" narrative to this form as indicated in the definitions page in the attached instructions.

[Add Attachment] [Delete Attachment] [View Attachment]